



THE INFLUENCE OF LEADERSHIP STYLE ON CORPORATE CULTURE TOWARD EMPLOYEES' SATISFACTION AT LP3I BUSINESS COLLEGE BANDA ACEH

Yafiz ^{a*}, Mirnawati ^a, Lisnawati ^b, Thasrif Murhadi ^c, Rahmaniard ^d

^aDepartment of Office Administration, Politeknik Kutaraja, Banda Aceh, Indonesia

^bDepartment of Financial Analysis, Politeknik Kutaraja, Banda Aceh, Indonesia

^cDepartment of Public Financial Management, Politeknik Kutaraja, Banda Aceh, Indonesia

^dDepartment of Accounting, Politeknik Kutaraja, Banda Aceh, Indonesia

yafiz3@yahoo.co.id

Abstract

A study on the satisfaction and its impact toward the employees' performance of LP3I Banda Aceh had been done at Lembaga Pendidikan dan Pengembangan Profesi Indonesia (LP3I) Business College Banda Aceh with the samples of 150 employees by using path analysis method. The aim of this study is to see the relationship between leadership style and corporate culture variables, the influence of leadership style and corporate culture variables toward job satisfaction, and the influence of leadership style, corporate culture and job satisfaction variables toward the employees' performance of LP3I Business College Banda Aceh. Based on the analysis, the value of t_{hitung} for the relationship between leadership style and corporate culture at 10,099 and t_{tabel} 1,981 with a significance level of $\alpha = 5\%$, so $t_{hitung} > t_{tabel}$ or H_a is accepted, H_o is rejected and it means there is a significant influence between leadership style and corporate culture so that the first hypothesis of this study is accepted. From the analysis, it is also obtained value of t_{hitung} for the influence of leadership style and job satisfaction at 4,311 and t_{tabel} 1,981, with a significance level of $\alpha = 5\%$. So, $t_{hitung} > t_{tabel}$, or H_o is rejected, while H_a is accepted. It means that there is a significant influence of leadership style toward job satisfaction and there is also a significance influence of corporate culture toward job satisfaction. Furthermore, from the analysis as well, it is obtained value of t_{hitung} for leadership style at 2,292 and t_{tabel} 1,981, with a significance level of $\alpha = 5\%$, so $t_{hitung} > t_{tabel}$, corporate culture obtained t_{hitung} 5,214 t_{tabel} 1,981, with a level significance of $\alpha = 5\%$, so $t_{hitung} > t_{tabel}$, job satisfaction obtained t_{hitung} 6,637 t_{tabel} 1,981, with a significance level of $\alpha = 5\%$, so $t_{hitung} > t_{tabel}$. H_o is rejected; while H_a is accepted, meaning that leadership style, corporate culture, and job satisfaction have a significant influence toward performance so that the third hypothesis of this study is accepted. Therefore, leadership style, corporate culture, and job satisfaction significantly influence performance. Branch Manager, as a leader of LP3I Business College Banda Aceh, is expected to play an active role in implementing an appropriate leadership style so that the employees' satisfaction can be improved and corporate goals can be achieved effectively and efficiently, especially the working relationship between leader and its employees

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Key-word: - leadership style, corporate culture, job satisfaction, performance

1. Introduction

In dealing with the current globalization of human resources (HR) plays a very important role in the activities or activities of the company, because of them will emerge an idea or innovation that will greatly determine the steps the company in achieving its goals (Hutajulu & Supriyanto). Employee performance is the result of a thought and effort of an employee on the work he does, it can be tangible, visible, calculated amount, but in many ways the result of a thought and effort cannot be calculated and viewed, like the ideas of a problem-solving, innovation a new product or service, it may be the discovery of more efficient work procedures. Important factor that determines the performance of employees and the organization's ability to adapt to environmental change is leadership.

Leadership describes the relationship between the leader with a led (follower) and follower direct how a leader will determine the extent to which the follower achieve the goals or expectations of leadership. Leaders to develop and direct the potential and the ability of subordinates to achieve organizational goals and even surpass. Organizational culture and leadership has also been independently linked to company performance. Researchers have examined the relationship between corporate culture and performance. A discussion of employee job satisfaction cannot be separated from the fact that job satisfaction of employee can be achieved if all the expectations can be met in carrying out job duties. Job satisfaction is a reflection of the feelings and individual attitudes toward work, which is concerned with the interaction between the work environment. In carrying out his leadership duties every leader has a pattern that indicated a different behavior in an attempt to influence the activity of those who led, the behavior is termed a leadership style. It is universally applicable to all institutions / organizations, as well as LP3I Business College of Banda Aceh, which makes the employee as a vanguard in the development of human resources profession can be seen from the execution of his duties, so in order to improve the performance of employees need to be held remediation efforts and fostering ongoing discipline that ultimately will improve performance. From the results of the research pre by distributing questionnaires to 30 (thirty) of the respondents and direct observation of the author, it can be seen underlying the phenomenon of background research is related to the level of employee satisfaction with leadership style, especially the applied force leads to a consultative style is still not so high. Indicator of employee dissatisfaction can also be seen frequently employees coming in late at a pre-determined, then the employee is rarely inclined to follow the meetings and activities that take place because of busyness, and decreased quality of work. While the phenomenon of employee satisfaction affects employee performance, will appear on employee motivation in carrying out its duties and functions of teaching and learning activities, work performance improved and the presence of a positive nature to menyingkapi any problems that arise in a campus environment. Branch Manager of LP3I Business College as a leader must be willing to take risks with any style made to the success of an organization that is constructive in college, especially against the leadership relationship with employees, especially teachers in carrying out the activities of the learning process with full creative. Leadership in this sense is the administrative managerial leadership, which includes delegative leadership style, leadership style is participatory, consultative leadership style, and instructive style of leadership, where the four leadership styles have advantages and disadvantages, and certainly no one style that is appropriate to identify on employee job satisfaction. Leadership style to the expectations of employees, especially teachers would have an effect on job satisfaction of employees, especially in improving the quality of education LP3I Business College in Banda Aceh. It can also be seen that the leadership is less pleased with the wishes of the employees, such employees are lazy to work, lazy running the picket, and the disharmony in the campus environment, so employees are not satisfied in performing its functions. Seeing these indications and symptoms shown in relation to leadership style will determine the success of the learning process, the results of such studies to benchmark improvements in the lead, which can ultimately find the right leadership style to be applied in LP3I Business College of Banda Aceh.

2. Methodology

2.1. Research Sites and Objects Research

In obtaining the required data in this study, the authors conducted research directly in LP3I Business College Banda Aeh, with the object of research on leadership styles and organizational culture on job satisfaction and its impact on employee performance LP3I Business College in Banda Aceh.

2.2. Population

Population is a collection of elements that are divided into several overall characteristics for the purpose of problem solving in a marketing study. Population parameter is a number / numbers. Information on the population parameters can be obtained through sampling. Sample is part of the population elements are selected to assist in the study (Malhotra, 2005: 364). The population in this study were all employees LP3I Business College Banda Aceh, amounting to 115 people. In order to provide a representative and deny the error rate of the population, so the total population or a complete census is closer to the true value. Based on the above considerations, the study did not use samples (sampling technique) because it included the entire population (sampling saturated) for 115 people.

2.3. Data Collection Techniques

The technique that I use in the writing of this paper are: to use the questionnaire, namely data collection techniques by way of spreading a list of questions that have been prepared in writing, a list of statements will be adjusted to fit the purpose of research.

2.4. Measurement Scale

Measurement scale is an agreement that is used as a reference for determining the length - short interval in measuring instruments, so that the measuring instrument when used in the measurement will produce quantitative data (Sugiyono, 2007 : 92). To measure the variables in this study used Likert scale (score), with a distance of a Likert score of choice are: 1, 2, 3, 4, and 5. Likert scale can be used to measure the items are positive statements on the issue under study and negative declaration (Singgih, 73: 2001). Alternative research in the measurement for the items that are positive are assessed from respondents' answers ranging from strongly disagree answers, disagree, neutral, agree and strongly agree.

2.5. Operational Variables

1. Leadership style (X_1), is a high task behavior patterns and behavior patterns of human relationships high.
2. Cultural Organization (X_2), is a number of important insights such as norms, values, attitudes, and beliefs shared by members of the organization.
3. Job satisfaction (Y), a pleasant emotional state in which employees view their jobs.
4. Performance (Z), employee performance is the accomplishment of work, namely the comparison between the results of that work significantly with established work standards.

2.6 Data Analysis Tools

All data has been collected, will be processed and analyzed using SPSS program (Statistical Product and Service Solution). To see the direct and indirect effects between variables, which used a quantitative method of analysis Path (Path Analysis).

3. LITERATURE STUDIES

3.1 Understanding Job Satisfaction

Employees will feel fast at work when the job aspects and aspects of his support and vice versa if these aspects do not support, then the employee will be dissatisfied. According to Allen (2000: 146), said: "The human element plays an important role in the process of a job, he said that no matter how perfect the plans, organization, and supervision, if they cannot carry out their duties and excited the interest of a company not will reach as much as the actual outcome can be achieved ". Meanwhile, according to Handoko (2002 : 193), states that: "Job satisfaction (Job Satisfaction) is the emotional state of pleasant or unpleasant by which employees view their jobs". Handoko opinion it can be concluded that satisfaction depends on how one person is menyingkapi job done. As noted by Tiffin cited by As'ad (2000 : 104), that job satisfaction is closely linked to the attitude of employees towards the job itself, work situation, cooperation with the leadership and with fellow employees. Strauss and Sayless (2001 : 6), said: "Employees who do not get job satisfaction will never achieve the psychological maturity and in turn will become frustrated, because people like this will often be unstable, often seek out and perform the activity has nothing to do with the work he often did".

3.2 Factors Affecting Job Satisfaction

According to Baron & Byrne (1994) there are two groups of factors that affect job satisfaction. The first factor is the organization factors that contains the company's policy and work climate. The second factor is the individual factors or characteristics of employees. On individual factors there are two important predictors of job satisfaction, namely the status and seniority. Low job status and work routine will likely encourage many employees to seek other employment, it means the two factors can lead to job dissatisfaction and employees who have an interest and challenge of work will be more satisfied with their work if they can finish with a maximum.

Another opinion expressed by Ghiselli and Brown (1996), that there are five factors that lead to job satisfaction, namely:

1. Position

People generally assume that someone who works at a higher job will be more satisfied than employees who work on the job for less. In some studies, show that it is not always true, but rather a change in the rate of job that affect job satisfaction.

2. Rank (class)

Based on differences in employment levels (classes), so the work is to give a certain position in people who do it. If there are wage increases, then more or less be considered a promotion, and the pride of a new position that will change behavior and feelings.

3. Age

Stated that there is a relationship between employee job satisfaction with age. Age of 25 years to 34 years and age 40 to 45 years is an age-old that can lead to feeling less satisfied with the job.

4. Financial security and social security

Financial and social security issues most influence on job satisfaction.

5. Quality of supervision

The relationship between employees and the leadership is very important in raising labor productivity. Employee satisfaction can be improved through attention and a good relationship of leadership to subordinates, so that employees will feel that he is an important part of the organization of work (sense of belonging). As'ad (2004: 112).

3.3 Definition of Leadership

According Winardi (2000: 47) in providing a sense of leadership is the ability to attach to a person who leads, and depending on various factors, both internal and external. While Sutarto (2002: 23) defines leadership as a series of restructuring activities affecting the ability of other people's behavior in specific situations to be willing to work together to achieve the intended purpose. A leader must be a formal organization, or someone with the skills necessary to achieve group goals. According to M. Lipham (2005: 66), quoted by M. Nasir that leadership is as an individual's behavior in interacting with the social system to achieve a goal. Whether organizational goals are achieved depends on the leadership styles used by leaders. View of the above leads to the conclusion that leadership was a factor that can cause one's self, and developed. One's leadership effectiveness is not solely fixed on the bottom or to that, but also horizontally towards his peers, and even that is vertical to the top of the hierarchy of leadership that are taller than

him.

3.3.1 Leadership Styles

Fiddler (in Hoy and Mekel, 2001: 21) distinguishes terms with the leadership style of leadership behavior. Leadership behavior suggests specific actions a leader in directing and coordinating the work of the group members, for example, leadership may suggest, makes a useful suggestion and show consideration for the welfare of members of the group. While the leadership style refers to the underlying structure of a leader needs to encourage behaviors in interpersonal situations. From the above description, it can be concluded that leadership style is defined by a pattern of behavior exhibited by a leader at the time tried to influence the behavior of others.

3.3.2 Dimensions of Leadership Style

Style of leadership is the leader behavior patterns (words and deeds) that allows the leader to influence others effectively (Krietner and Kinichi, 2005). In this study refers to the dimensions of leadership style dimensions developed by Singh-Sengubta, Sunita (1997), which consists of: (1) Participative Style, (2) Nurturant Style, (3) Authoritarian Style, (4) Bureaucratic Style, and (5) Task Oriented Style.

3.4 Cultural Organization

Organizational culture is a system of meanings, values and beliefs held together in an organization that became a reference to action and differentiate one organization with another organization (Masoud, 2004). Further into the organizational culture or identity of the organization's main character is preserved and maintained (Masoud, 2004). A strong culture is a very useful device for directing the behavior, because it helps employees to do a better job so that each employee at the beginning of his career to understand the culture and how culture to implementation.

Culture perform a number of functions within an organization are:

1. Culture has a role in setting boundaries, meaning that culture creates a clear distinction between one organization to another organization.
2. Culture provides identity for organization members.
3. Culture facilitate the emergence of a wider commitment to the interests of individuals.
4. Culture that increases the stability of social systems.
5. Culture as a maker of meaning and control mechanisms that guide and shape the attitudes and behaviors of employees.

All of the cultural function was concluded that cultural value to the organization or the employees, the culture increases organizational commitment, consistency and employee behavior.

3.4.1 Organizational Culture Dimensions Culture

According to Hofstede (1980), is a collective mental programming (Collective Mental Programming) which distinguishes between a community group with members of other groups. This shared meaning, if observed carefully The rest is a set of characteristics valued by the organization, community or nation.

Dimensions of organizational culture that developed from the results of Hofstede's research et.al. (1990) are as follows:

1. Process Oriented
2. Open System
3. Loose Control
4. Normatic
5. Employee Oriented
6. Parachial

4.1. Results and Discussion

Effect of Leadership Style and Job Satisfaction of Organizational Culture and Its Impact on Employee Performance in LP3I Business College Banda Aceh. In an effort to increase job satisfaction and employee performance in LP3I Business College Banda Aeh then, to note the influence of independent variables, namely Leadership Style (X1) and Cultural Organization (X2), of Job Satisfaction (Y) and their impact on performance (Z). The influence of each independent variable on the dependent variable in detail can be seen in the following table:

From the results of statistical calculations using SPSS as shown in the table above, the obtained regression equation is :

$$Y = 0.516 + 0.148 X_1 + 0.377 X_2 + e$$

Leadership Style regression coefficient (X_1) of 0.148. It means that, every 100% change (improvement, because the sign +) in the variable leadership style, it is relatively Job Satisfaction of employees will increase by 14.8%, thus the relative influence of Leadership Style on Job Satisfaction of employees. Organizational Culture of regression coefficients (X_2) of 0.377. This means that every 100% change (improvement, because the sign +) in the variable Cultural Organization, the relative will increase employee Job Satisfaction of 37.7%, thus the relative influence Organizational Culture on Job Satisfaction. Job Satisfaction regression coefficient (Y) of 0.407. This means that every 100% change (improvement, because the sign +) in Job Satisfaction variable, then the relative performance of employees will increase by 40.7%, so therefore Job Satisfaction relative influence on employee performance.

The correlation coefficient (R) = 0.851 which indicates that the degree of relationship (correlation) between the independent variables with the dependent variable of 85.1%. This means that employee performance is closely related to Leadership Style (X_1) and Cultural Organization (X_2). Coefficient of determination (R^2) of 0.723 means that 72.3% of the changes in the dependent variable (employees performance) can be explained by changes in leadership style (X_1) and Cultural Organization (X_2). The rest is; of 27.7% explained by other variables in the outdoors than this study.

From the research that has been put forward to explain that, Leadership Style (X_1) has a relationship with the Cultural Organization (X_2) of 0.689. Leadership Style (X_1) alone directly affects Job Satisfaction (Y) of 0.426 and Cultural Organization (X_2) directly influence Job Satisfaction (Y) of 0.280. While the indirect effect of leadership style (X_1) of Performance (Z) via Job Satisfaction (Y) is equal to 0.186 and the indirect effect Cultural Organization (X_2) to Z through Job Satisfaction (Y) is equal to 0.122. Thus can be explained that, in the presence of Job Satisfaction (Y) as a moderating, the impact on performance (Z) is increasing. Mean Job Satisfaction variable (Y) is moderating between Leadership Style (X_1) and Cultural Organization (X_2) of Performance (Z). In other words, Job Satisfaction (Y) to strengthen the influence of Leadership Style (X_1) and Cultural Organization (X_2) of Performance (Z). Job satisfaction (Y) also affects the performance of (Z), and Job Satisfaction in the presence of a high then the influence of Leadership Style (X_1) and Cultural Organization (X_2) to be further improved performance. Leadership style adopted by the Branch Manager and Cultural Organization in LP3I Business College Banda Aceh has in enhancing the implementation of Job Satisfaction of employees. It can be seen from all the indicators in this study that, employees expressed discontent with the leadership of Branch Manager, Branch Manager which has the attention of the employees in gaining satisfaction in work. In the present study found a significant relationship between Leadership Style and Organizational Culture with the obtained value of coefficient of determination of 47.4%. This means that, if a leader can implement in their behavior and Leadership Style Cultural Organization, it will affect the increase in Job Satisfaction and impact on employee performance. In the present study found a very dominant influence between Leadership Style and Job Satisfaction Organizational Culture with employees at 42.6%. Ties and Leadership Style Cultural Organizations with Job Satisfaction, is the relationship between the force applied by the head of the behavioral patterns of the high duty and high tolerance of behavior patterns. In the present study found a significant effect between Leadership Style and Job Satisfaction Organizational Culture by making an impact on performance of 72.3%. Leadership Styles and Cultural Relations with the Organization of Work Satisfaction level of employee performance, indicating that leadership style adopted by leaders influence employees to increase work satisfaction. It can be seen from the high task behavior patterns and behavior patterns of human relationships high. The results are in line with the opinions expressed Winardi (2000), where a leadership take an active role in determining the duties and responsibilities of each employee and still conduct surveillance, so that an employee is required to perform office duties in accordance with the wishes of the leadership to the rigors of direct supervision by the leaders.

5. Conclusions

The results for the first hypothesis is the Branch Manager Leadership Styles variable and Cultural Organization in LP3I Business College Banda Aceh simultaneously have a significant effect. The results of the second hypothesis is variable of Leadership Styles and Cultural Organization simultaneously have a significant effect on Employee Job Satisfaction LP3I Business College in Banda Aceh. As for the third hypothesis testing in mind that, the variable of Leadership Style, Organizational Culture and Job Satisfaction had a significant effect on employee performance LP3I Business College Banda Aceh.

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