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# THE INFLUENCE OF LEADERSHIP TOWARDS JOB SATISFACTION AND ITS IMPACT ON WORK DISCIPLINE WITH MOTIVATION AS THE MODERATING VARIABLE: A CONCEPTUAL MODEL

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## ABSTRACT

The aim of this study is to examine the effect of leadership on job satisfaction and its impact on work discipline at the BBPP of Indonesia's Ministry of Manpower at Bekasi. Literature review, conceptual model, hypotheses development and research methodology are discussed. This paper uses quantitative research methods. Practicing this paper instantly would provide information about the relationship among leadership, job satisfaction, work discipline and motivation at the BBPP of Indonesia's Ministry of Manpower at Bekasi.

## KeyWords

Leadership, Job Satisfaction, Work Discipline, Motivation, Conceptual Model

## INTRODUCTION

The Center of Productivity Improvement (BBPP) is a hall that has the task and function of carrying out the preparation and implementation of programs, promotions, information and development of productivity improvement at national, regional and sectoral levels. The existence of the Center of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi is currently very much needed because it is one of the places for job training, where in addition to training, it also conducts consultations on developing labor productivity improvement, both in the formal and informal sectors. The success or failure of an organization is determined by many things, one of which is the leadership that runs in the organization.

Leadership is an important issue for an organization. Effective leadership must give direction to the efforts of all workers in achieving organizational goals. According to Sasongko in Suprpta et al. (2015) if leaders are able to implement appropriate leadership, employees will feel satisfied which will ultimately be able to improve their performance towards being more productive.

One other aspect that is often used to see the condition of an organization is to see the level of job satisfaction of its members. Robbins in Wibowo (2013) states that the hope for an organization is the creation of a high satisfaction value in the organization. An organization that has many problems with low job satisfaction causes negative impacts such as low productivity, low morale, absenteeism, and late arrivals of the employee.

To find out whether the role of a manager or leader as a whole can be implemented properly or not, discipline can be used as a benchmark. According to Rivai (2011: 825) work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to meet all organizational rules. With high work discipline, it is expected to be able to help improve one's performance towards an organization.

Based on the BBPP Employment Data of Indonesia's Ministry of Manpower at Bekasi, it was found that there were still many employees whose discipline levels were lacking, seen from the highest percentage of being late reaching 60% in March. Not only that, the percentage of delay over working hours reaches 70% in the same month. This is due to the fact that the previous leadership did not provide guidance to subordinates to do the work well and was directed so that it reduced employee motivation. Therefore, this study will examine the effect of leadership on job satisfaction and its impact on work discipline at the BBPP of Indonesia's Ministry of Manpower at Bekasi.

## LITERATURE REVIEW

According to Katz and Kahn in Priatna (2015: 30) leadership is an increase in influence little by little above mechanical compliance with routine organizational directions. Meanwhile, according to George R Terry in Kartono (2008: 57), leadership is an activity to influence people so that they try to achieve group goals. Sutikno (2014: 16) states that leadership in organizations is directed to influence the people they lead, so they are willing to act as expected or directed by others who lead them.

The leadership function is directly related to the social situation in the life of the group or each agency which implies that every leader is inside and not outside the situation. Operationally, there are five main leadership functions proposed by Rivai (2013: 34), namely the instruction function, the consultation function, the participation function, the delegation function, and the control function. The indicators of leadership according to Kartono (2013: 189) include analytical skills, communication skills, courage, listening skills, and firmness.

Job satisfaction is a positive feeling about work that results from an evaluation of its characteristics (Robbins and Judge, 2013). According to Sutrisno (2014: 73), job satisfaction is an interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry and society. According to Bangun (2012; 327) job satisfaction is a situation where an employee can feel his work whether it is pleasant or unpleasant to do.

According to Robbins (2015: 181-182), indicators that determine job satisfaction include, mentally challenging work, supportive working conditions, appropriate salary or wages, personality suitability for work, and supportive coworkers. Spector (Priansa, 2016: 292) states that job satisfaction is related to how employees feel about their work and to various aspects of the job; so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work. The factors that can affect job satisfaction are; opportunities for advancement, willingness to work, salary, company and management, supervision, intrinsic and occupational factors, working conditions, social aspects of work, communication, and facilities (Gilmer in Sutrisno, 2014: 77).

According to Keith Davis in Mangkunegara (2015: 129), discipline can be interpreted as the implementation of management to reinforce organizational guidelines. Meanwhile, according to Hasibuan (2012: 193), discipline is one's awareness and willingness to obey all company regulations and applicable social norms. And the opinion of Riva'i in Hartatik (2014: 183), work discipline is a tool

used by leaders to change behavior and as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms.

Discipline can be interpreted when employees can obey, respect and comply all company regulations and applicable social norms. If the discipline goes well, the efficiency and effectiveness of the work of employees can increase in the company. According Sutrisno (2016: 126), the goals of work discipline are among others:

- a. High employee awareness of the achievement of company goals.
- b. High enthusiasm and passion for work and initiative of employees to carry out work.
- c. The sense of responsibility to employees to carry out their duties properly.
- d. The development of a sense of belonging and a high sense of solidarity among employees.
- e. The workforce produces high productivity in accordance with company expectations both in the short and long term.

Sutrisno (2016: 89) also suggests factors that influence the level of employee work discipline among others are the size of the compensation, presence or absence of leadership in the company, whether there are definite rules that can be used as a guide, courage of the leadership in taking action, presence or absence of leader supervision, presence or absence of attention to employees, and created habits that support the establishment of discipline.

According to Wukir (2013: 115), motivation is a process that explains the intensity, direction, and perseverance of someone in trying to achieve their goals. According to Herzberg in Robbins & Judge (2013), work motivation is a person's attitude towards his work in order to bring about a sense of satisfaction in his performance. The opinion of Steers & Porter in Miftahun&Sugiyanto (2010) states that work motivation is an effort that can cause a behavior, direct the behavior, and maintain behavior that is appropriate to the work environment in the organization. Motivation is defined by Saraswathi in Fauziah& Tan (2013) as a willingness to exert a high level of effort towards organizational goals, which is conditioned by the ability of efforts to meet some individual needs.

According to Sunyoto (2013: 17-18), giving motivation to an employee or a person certainly has goals including:

- a. Encourage employee passion and enthusiasm.
- b. Improve employee morale and job satisfaction.
- c. Increase employee productivity.
- d. Maintaining employee loyalty and stability.
- e. Increase discipline and reduce employee absenteeism.
- f. Creating a good atmosphere and working relationships.
- g. Increase employee creativity and participation.
- h. Improve employee welfare.
- i. Enhance employees' sense of responsibility towards their duties and work.

Sunyoto (2013: 13-17), also argues that there are 7 factors that affect work motivation, namely: promotion, work performance, the work itself, appreciation, responsibility, recognition, and success at work. According to Wibowo (2013: 110), indicators of work motivation are as follows:

- a. Engagement is a workers' promise to show the level of enthusiasm, initiative, and effort to continue.
- b. Commitment is a level where workers bind with the organization by demonstrating Organizational Citizenship actions.
- c. Satisfaction is a reflection of fulfilling psychological contracts and fulfilling expectations at work.
- d. Incentives are leaders needing to plan incentives in the form of salaries, bonuses, benefits and guarantees.

## CONCEPTUAL MODEL

The general objective of this paper is to make a conceptual model of the influence of leadership on job satisfaction and on the work discipline of employees at the Center of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi. The specific objectives are then broken down into: 1) the influence of leadership on job satisfaction; 2) the effect of job satisfaction on work discipline; and 3) the effect of job satisfaction on work discipline with motivation as a moderating variable. Based on some of these specific objectives and the literature review that has been done, the conceptual model that can be produced in this study is as in the following figure.

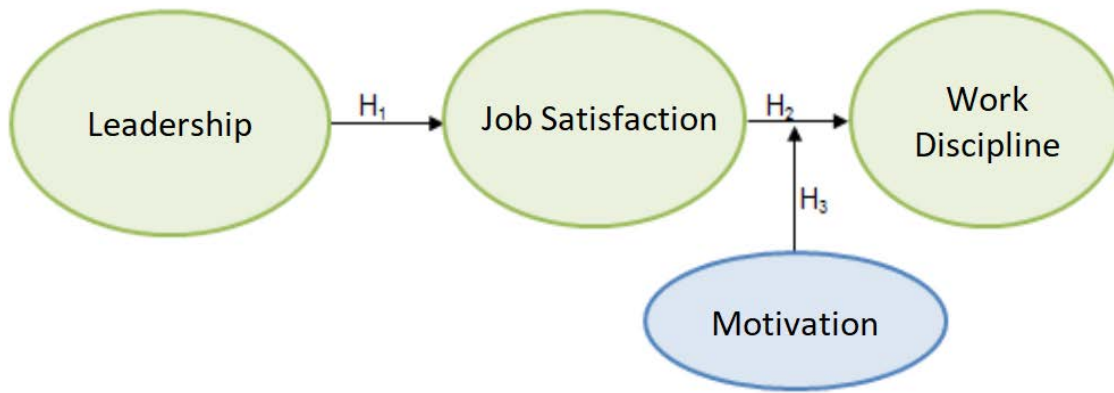


Figure 1: The Conceptual Model

**Source:** Arifin et al (2016), Lotunani et al (2014), Silen (2016), Simangunsong (2014), Yunus (2018) ), Yamali (2017)

Description:

- H1 : Relationship between leadership and job satisfaction
- H2 : Relationship between job satisfaction and work discipline
- H3 : Motivation as moderation between job satisfaction and work discipline

## HYPOTHESIS DEVELOPMENT

Suryabrata (2013: 21) stated that formulating a hypothesis is a temporary answer to a research problem whose truth must still be tested empirically. Hence, it can be concluded that the hypothesis is a temporary answer or guess from the problem under study. Thus, the hypotheses in this study can be formulated as follows:

1. There is a leadership effect on job satisfaction at the Center of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi. Therefore the following research hypothesis is proposed:

H<sub>1</sub>: Leadership influences on job satisfaction.

2. There is an influence of job satisfaction on work discipline at the Center of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi. Therefore the following research hypothesis is proposed:

H<sub>1</sub>: Job Satisfaction influences work disciplines.

3. There is an influence of job satisfaction on work discipline with motivation as the moderating variable at the Center of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi. Therefore the following research hypothesis is proposed:

H<sub>1</sub>: Motivation moderates the relationship between job satisfaction and work discipline.

## METHODOLOGY

This research is a quantitative study conducted at the Center for of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower at Bekasi. The population of this study is 54 members of the Center for of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower. This study uses a total sampling technique, which means that the number of samples is equal to the total population.

The method of data collection is done by using observations and questionnaires. The questionnaire used is a Likert scale. Existing variables have been tested for validity and reliability testing. The data obtained were then analyzed using a hypothesis test with the approach of Structural Equation Model (SEM) based on Partial Least Square (PLS) using SmartPLS.

## CONCLUSION

This Paper has discussed the background of the problems at the Center for of Productivity Improvement (BBPP) of Indonesia's Ministry of Manpower; literature review on leadership, job satisfaction, work discipline, and the relationship between them; conceptual model; hypotheses development, and methodology. This study was able to determine the relationship between variables as stated in the conceptual model.

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