

**THE ROLE OF WORK MOTIVATION AS MEDIATING VARIABLE ON THE
RELATIONSHIP BETWEEN LEADERSHIP STYLES AND JOB SATISFACTION:
EMPIRICAL INVESTIGATION AT REGIONAL DISTRICT OFFICE,
BENGKULU PROVINCE**

Nova Delastri

Badan Kepegawaian Daerah Provinsi Bengkulu
(nova.delastri@ymail.com)

Fahrudin Js Pareke

Universitas Bengkulu
(fahru_jsp@yahoo.com)

ABSTRACT

Current problem that often take place in the public sector is on how to improve employee performance. Employee performance will not be far from the three variables that examined in this study such as leadership style, work motivation and job satisfaction. Research conducted at the Regional Office Bengkulu Province. The purpose of this current research is to examine the effect of leadership style on work motivation and job satisfaction. In addition, the research aims to know the role of work motivation in mediating the relationship between leadership style and job satisfaction. Mediated Regression Analysis (MRA) applied to answer the research problems. In the first step data analysis, the effect of leadership style on work motivation was tested, followed by testing of the effect of leadership style on job satisfaction at the next step. The effect of work motivation on job satisfaction was also tested, followed by test the role of work motivation as the mediating variable as well. Result concluded that each independent variable has significant effect on dependent variable. Furthermore, result also proved that motivation served as a mediating role in affecting the relationship between leadership style and job satisfaction. Based on research results, efforts to increase job satisfaction through leadership style cannot ignore the motivational aspect of work. The results are also implied that efforts to achieve employee satisfaction should consider the elements that can improve employee motivation, to increase the performance.

Key Words: *Work Motivation; Leadership Style; Job Satisfaction*

ABSTRAK

Permasalahan aktual yang sering mengemuka di sektor pelayanan masyarakat saat ini adalah permasalahan bagaimana cara meningkatkan kinerja pegawai. Kinerja pegawai pada dasarnya sangat terkait dengan tiga faktor yang menjadi fokus pada penelitian ini, yaitu gaya kepemimpinan, motivasi kerja, dan kepuasan kerja. Karenanya, penelitian ini bertujuan untuk menganalisis gaya kepemimpinan, motivasi kerja, dan kepuasan kerja pegawai yang bekerja di sektor pelayanan publik di provinsi Bengkulu, yaitu Badan Kepegawaian Daerah. Secara khusus, penelitian ini bertujuan untuk menguji peran motivasi kerja sebagai variabel pemediasi dalam hubungan antara gaya kepemimpinan dan kepuasan kerja. Analisis Regresi Termediasi (*Mediated Regression Analysis/MRA*) diterapkan untuk mencapai tujuan penelitian tersebut. Dari hasil penelitian, dapat disimpulkan bahwa gaya kepemimpinan dan motivasi kerja berpengaruh secara signifikan terhadap kepuasan kerja pegawai. Penelitian ini juga menyimpulkan bahwa motivasi kerja memiliki peran penting sebagai variabel pemediasi dalam hubungan antara gaya kepemimpinan dengan kepuasan kerja. Implikasi manajerial dari kesimpulan penelitian ini adalah bahwa usaha untuk meningkatkan kepuasan kerja pegawai melalui penerapan gaya kepemimpinan yang efektif, tidak mungkin mengabaikan aspek motivasi dalam pekerjaan..

Kata Kunci: motivasi kerja; gaya kepemimpinan; kepuasan kerja

INTRODUCTION

The alteration of political system in Indonesia from centralistic to decentralistic paradigm leads the alteration in society mindset over all. It's not just about formulating the policy but also in implementing of that. In the meaning of democracy in autonomy era, government is not as a single agent only that rest an authority, but as government and governance that focus in capability with the other agent such as private and society. So that formed the government to take principle "putting the customer in the driver seat". Its means that the society has a great position to be the customer need to be serviced.

Nowadays in globalization era, human resources take an important place, because connect to materialized the vision and mission of organization. Because of that all of institution in public or private sector must be considered in optimizing the human resources performance in catching the goal. In public sector, the anxiety of loose the human resources asset can be minimized by the officialdom status. It's different with private sector, but there are some problems that appear, it is about decreasing the employee performance. Decreasing of achievement and job discipline will result the bad impact to the institution performance over all and also bring the negative image according the society.

Until this time decreasing the civil servant performance has a commonly problem in public sector, basically caused by culture and condition in work setting that dogmatism with *pintar goblak gaji sama* (good or not salary is the same). Directly it was make some effect to the quality of work motivation of civil servant. Beside of the leader position in public sector almost taking by subjective aspect not by their capability, so that quality in leadership has been low over all.

Leadership is one factor that determined the success in catching the goal. Hersey and Blanchard (1982) said that the effective of leadership depends on two-side, such as taking the right leadership style to face the specific situation and the level of employee characteristic that has been lead. It was explained by Yulk (2007: 257) the fourth leadership style behavior, those are:

1. *Supportive leader*. Caring about staff need, with showing the care about their prosperity

and making friendly interaction in work setting.

2. *Directive leader*. Direct the employee to know what kind of they want to do, give the direction/specific direction, and order the staff to follow the rule and procedure, make some schedule and coordinating
3. *Participative leader*, consult about staff opinion and their suggestion then reconsider of that
4. *Achievement-oriented leader*, make some target that give some challenges, find the performance recover, pressing the extraordinary performance and showing the confidence to the staff to achieve the highest standard.

In doing their job, the employees always faced with: motive, expectancy, and incentive. It also confront by Sedarmayanti (2000: 104) who said that "Motivation as the totally giving motive to the employee so that they want to do their duty with sincere, to achieve the organization goal effectively and efficiently".

Work motivation concept has been defined by Wexly and Yulk (1997) in Passolong (2008: 140), said that "work motivation is giving support or something that form the background of someone to do, or the behavior". Then finally to be more specific confront by Hasibuan (2006: 163):

"Motivation theory has sub variable such as: motive, expectancy, and incentive, and the definition are: (a)Motive is an stimulus and activator to the people to work. Every motive has an specific goal to catch,(b)expectancy is a chance that given because their behavior in catching the goal,(c)incentive is a stimulate to the staff by giving the price for them whom has taking some achievement. So that the spirit will be increase because commonly a lot of people could receive a good thing only".

Employee's work motivation, conceptually related to the employees' job satisfaction. Rivai (2008: 249) said that job satisfaction basically is security feeling and has sides, such as: (a) social economy (the salary and social guarantee). (b) Social Psychology (the chance to go forward, the chance to get the appreciation that connected to

the association between the staff or the staff to the boss.

Regional office Bengkulu province is one of the government institution that has a role in public service about officialdom administration for a lot of employee in Bengkulu. The employee needs the main job satisfaction to be professional and more optimal in giving the service job. The level of employees' job satisfaction depends on the style adopted by the leader. In regional officer of Bengkulu province, there are some leadership levels. Commonly, there are top leader by head office as a highest position, middle leader by head of unit that beneath head of subunit and staff. In regional officer of Bengkulu province there are five unit with different identification but connected to the other. Based on that fact we could find a lot of problem in Regional officer Bengkulu Province such as social imbalance between a lot of employees on their specific job in the different work unit. For the example, on one specific unit all of the employee could finish the one job in several time, but on the other unit it would be spent a long time. Indirectly it will give some impact into the quality of working. Leadership is one factor that also gives many impacts which is appeared. Basically, if there is a good motivation, it can also produce a great performance. There are a lot of factor that influence, one of them is leadership.

Adair (2008 : 1) who expert in leadership field and also the first profession in leadership studies said that leadership and motivation like womb sister and brother. It's difficult to imagine

that a leader didn't motivate the employee, but the leadership has a large scope. So that it can be concluded that different characteristic of leader can make the different motivation level as well. Beside of that the impact of low motivation can make the differences in job satisfaction Pasolong (2008: 136).

There are some imbalanced that happen in regional officer of Bengkulu province it was followed by the different style applied by each unit leader, so that the writer really interested to take an research with the title "The Role of Work Motivation as Mediating Variable on the Relationship between Leadership Style and Job Satisfaction in Regional Officer Bengkulu Province".

METHODS

This research based on the leadership style that applied by the leader of each head unit of Regional Officer Bengkulu Province. The main concept to be investigated is the fourth dimension of Path-Goal Theory in Yulk (2007: 257), such as supportive leader, directive leader, participative leader and achievement-oriented leader. Then the investigation will examine about motivation level of officer on each unit in Regional Officer Bengkulu Province based on the dimension of motivation from Hasibuan (2000: 163), such as: motive, expectancy and incentive. And finally also the appraisal of job satisfaction from two dimensions such as social economy side and social psychology side by Rivai (2008: 249). Over all will be clearly by the following framework, as shown in figure 1.

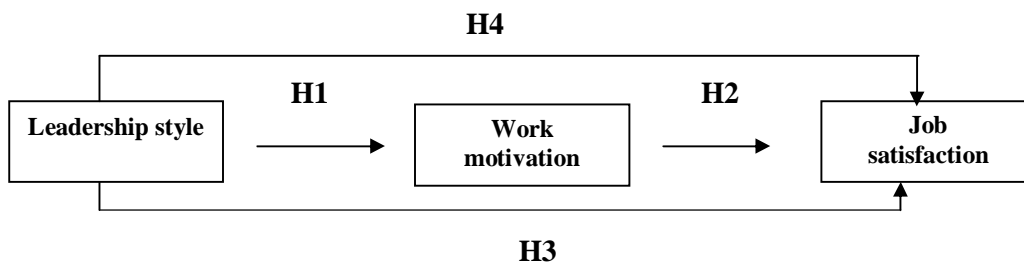


Figure 1. Research Framework

The design of this research is quantitative-descriptive, firstly it will be described by using score number of questionnaires. The questionnaires distributed to all of the employees on Regional Officer Bengkulu Province as many as 46 people, consisted of 13 items about leadership style, 21 items about work motivation, and 9 items about job satisfaction.

In scoring the data, the research use Likert scale with the five point to indicated the respondent response. Continued by Mediated Regression Approach (MRA), to test the role of work motivation as mediating variable (Novalinda and Pareke, 2010). The procedures of analyses using MRA on this research are:

1. Work motivation will be regressed to leadership style as an independent variable
2. Job satisfaction will be regressed to leadership style as an independent variable
3. Job satisfaction as a dependent variable will be regressed to leadership style (as an independent variable) with work motivation (as mediating variable) by simultaneous.

In Novalinda and Pareke (2010: 92) the mediating role will be indicated if shown this condition such as:

1. On the first comparison, independent variable must be influence the dependent variable.
2. On the second comparison, independent variable must be influence the dependent variable.
3. On the third comparison, the mediating variable must be influence the dependent variable. And the impact of independent variable to dependent variable must be more low on the third comparison compare with the second comparison.

RESULTS

Using the means score of each variable, range 1 to 5, we obtain that leadership style has score for 3,78 with the high identification, work motivation getting score 3,83 with the high identification and job satisfaction getting score for

3,69 with the high identification. Score 1 indicated low, 3 are moderate, and 5 are high. So that the conclusion from the data we know that leadership style, work motivation and job satisfaction on Regional Officer Bengkulu Province are moderate-to-high.

Then the result of regression between all variables, shown that leadership style affect the work satisfaction significantly; leadership style affect job satisfaction; and work motivation affect job satisfaction. After we describe each of variable, then see the impact of influence over there, next we will see the role of mediating variable. The results show that:

1. On the first comparison. The independent variable (leadership style) affects the mediating variable (work motivation) with 0,694 coefficient beta.
2. On the second comparison. The independent variable (leadership style) affects dependent variable (job satisfaction) with 0,515 coefficient beta.
3. On the third comparison, mediating variable (work motivation) affects the dependent variable (job satisfaction) with 0,493 coefficient beta
4. After make simultaneous regression, resulted the beta coefficient beta of the effect of independent variable (leadership style) on the dependent variable (job satisfaction) are 0,173.

To know that, there are role mediating variable, the influence of independent variable to dependent variable must be lower on the third comparison compare with second comparison (0,173 and 0,515 respectively). Based on this result, we can conclude that work motivation served as a mediating variable on the relationship between leadership style and job satisfaction. Table 1 show the beta coefficient for each three steps MRA.

Table 1. Mediated Regression Approach Analysis

Independent Variable	Mediated Variable	Dependent Variable
Step 1 (Leadership Style)	0,694	-
Step 2 (Leadership Style)	-	0,515
Step 3 (Work Motivation)	-	0,493
Step 4 (Leadership Style)	-	0,173

DISCUSSION

The employees on the public sectors usually have lower level of work motivation. It's partly, caused by the leader cannot give the effective motivation to them. So much factor that influence the work motivation from intern side or extern side. One of them is leadership. According to Harsey and Blanchard (1998), the bureaucracy leader must be able in applying the leadership style that suitable to the mature of personality of employee so that the motivation will increase.

As we found from the research, the leadership style applied by manager in one unit tend to differ from the other unit manager. Based on research proven that leadership style have the significant impact to work motivation, where the employee commonly are having a big need and support in working, if the leader give a lot of care to them.

Leadership and motivation of Contingency Fidleer that quote by Tampubolon (2004: 58) said that "Motivation is really affected by a leader perform and the realization of work in every situation". Based on Snair (2008: 203) said that as a leader whom motivated, are need to know about the motivation words, giving friendly expression, agreement into the other, and say thanks to all of the work which has been complete, because everybody needs to be appreciated. Giving some motivation with continuously and spirit the people who need".

On the bureaucracy area need to be planned and developed the motivation program as clear as can, so that the employee could understand what should they do to get the leader appreciation. Basically almost employee on Regional Officer Bengkulu Province want to be respected,

everybody aware about their performance, and get more care about their prosperous. Leader and employee are two aspects that different and mutual require. The leader won't be finished all of his/her duties without employee assist, who have a great performance.

The great performance is produced by the great quality of working from the employee who has a satisfaction in job. Job satisfaction will be created and improved by leadership responsible. A good leader can be able to apply the leadership style that suitable to the employee. So that the leader must be more known about employee needed and want. For example, in Regional Officer Bengkulu Province, while the leader make some policies in recruiting the new officer, there will be some briefing and the great suggestion from the employee will be received to speed up the work. So that all of the employees feel that they have a role and comfort in finishing their work. Because on duty it's principle to be used by the leader is team work, not individual but all institution performance.

Based on Miller et al. (1991) showed that leadership style has a relation to employee work motivation. Based on Gruenberg (1980) research, found that the close relation between the employee and the employee to the leader is really important and has a strong association to the job satisfaction, and too affect with the work place and job specification.

Beside of that, the other factors that influence employee's job satisfaction are freshness and fairness on work place. For example, in Regional Officer Bengkulu Province, in supplying AC facilities into the room, the employee will be

comfort to stay if the work place is cool and comfortable.

One of factor that cause the un satisfaction of work is the leader behavior, whom doesn't want to know the employee need and their opinion, and don't want to help them (Pinder, 1984). It is also proven by Blakely (1993) where the people who get some appreciation from their leader will be more satisfied but the opposite will make their job satisfaction become so low (King et al., 1982).

CONCLUSION

Based on the results, the research concluded that specially case at Regional Officer Bengkulu Province, leadership style and work motivation significantly affect job satisfaction. The style adopted by the leader was also affected the employee's job satisfaction. However, the research fail to conclude which style is most effective, because 4 different style investigated are adopted by specific unit at Regional Officer Bengkulu Province. In addition, the research concluded that work motivation has a role in mediating the relationship between leadership style and job satisfaction. It's means that a leader, in increasing the job satisfaction cannot ignore work motivation factor. So that if he/she want to increase the employee's job satisfaction, firstly the leader must increase their work motivation, because it's impossible to find the employee who satisfied with their work if he/she didn't motivated by his/her leader.

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