

# Influence of Work Characteristics and Leadership Style on Job Satisfaction of Employees of Public Company “X”

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## Abstract

Study This based on hypothesis that there is influence characteristics work and style leadership to satisfaction Work employees of Public Company “X”. Characteristics work and style leadership in a way individually and also in a way together influential to satisfaction Work employees of Public Company “X”. Study This done method survey. The target population is all over employees of Public Company “X”. While population affordable is all over employees of Public Company “X”. totaling 102 people. Instrument research data collection is with use questionnaire. Research result This hopefully can give information and encouragement to researchers other For do study more more and more deep about satisfaction Work with review influence factors others. Next material study This expected can become input and consideration for management of Public Company X in business increase satisfaction Work employee with review influence characteristics work and style leadership.

*Keywords:* Type your keywords here, separated by semicolons ;

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## 1. Introduction

The company must make an effort For get suitable employee with needs, on the other hand employee Already There is must still well - built, so that become Source Power Reliable and effective human resources. Effective human resources are very closely related the relation with achievement interests of employees that is satisfaction Work employees. (Sondang PS 2014).

Public Company “X” which engaged in the industry printing. It is very important, for management For know How many big level satisfaction Work employees spread across various work units, and location.

Public Company “X”. has 350 employees, consisting of 237 employees permanent, and 113 employees contract. Structure The organization of Public Company “X” is as follows : 1). Production and Marketing Division 2). Finance Division 3). Accounting and Taxation Division, 4). HR Division, 5). General and Procurement Division. 6). Secretariat Division Company; 7). IT Division, 8). Corporate Governance and Compliance Division, 9). Unit Division Internal Supervisor.

The existence of difference characteristics work in divisions, allowing that every individual employee feel difference on results work, and satisfaction his work. There are some Already feel satisfied with position and work done. And there is part again who feels No satisfied. Inside organization, of course difference That there is. So that the purpose organization achieved, every individual can and must feel satisfaction work Satisfaction Work can seen from attitudes and behavior employee.

The rise demonstrations carried out by several employee industry printing lately. This prove dissatisfaction between employee with party management. Among a number of efforts that can be made carried out by management, is increase style leadership every trusted manager can increase satisfaction work employees. Therefore that , a leader must can do style leadership with good .

Characteristics work and style leadership in a organization indeed is matter important thing to do noticed by everyone leaders to be able to increase satisfaction work employees. Attention and role leader will bring to direction change behavior employee become more ok, where every employee own job different jobs depends from his position and skills.

The existence of dissatisfaction from employee with the emergence attitudes and behavior that are not support achievement organization is is a signal or sign for management For more concentration give attention and introspection on events from attitudes that arise. For example they do demonstration, no work, so that production no walking, printed products no there is, shipping delayed, and late. Finally, the company experience the impact with bill fine on delay shipping, and sales targets no achieved.

But in a organization , sometimes characteristics work and style leadership not enough be noticed so that sometimes role leader only as command and not as leader and motivator subordinates.

Is become task every manager and professional sources power man for maintain and defend source power a valuable human being for company during maybe. Source power a valuable human being for company can maintained if they to obtain satisfaction work among others, influenced by several factor that is characteristics individual from every employees in their positions job, characteristics different work from every employee, style leadership every leaders, and so on. So that what is felt by employees that they still needed and still means for company. This make source power man for still stay in the company.

From the events and incidents that occurred in Perum X, then it should be held study satisfaction kerja, so that the event negative detrimental company can prevented as soon as possible Possible or endeavored Keep going repair management, HR Perum Peruri. Among others, with done HR research, especially about satisfaction Work employee.

Beside that, researcher want to researching more in , how far and up to how much mark satisfaction Work employees in the Marketing Division Perum X. With thus researcher will try help give information or another alternative to management concerning source Power human being concerned factor characteristics work ,style leadership , and satisfaction Work.

Study the is about “ Influence Characteristics Work and Leadership Style on Leadership Style to Satisfaction Work Employees of Perum X Division ”.

## 2. Studies Literature

### 2.1. Satisfaction Work

Satisfaction Work defined by Hina Saleem ( 2015) is a sense of pride and satisfaction the inner self achieved moment do matter work certain . Locke (2024) suggests the theory called Theory Discrepancy *Theory* this is basically disclose that individual will feel satisfied If desired condition in accordance with the real condition there is ( condition) factual ).

Hezberg (Miftah Toha , 2019) did study against 200 engineers and accountants . The results of Herzberg's research gave birth to two conclusion , namely 1) there is a number of condition or factor extrinsic or condition job ( *job context* ) that causes a feeling of dissatisfaction dissatisfaction among employee when condition the No fulfilled ( not there is ). If the condition This fulfilled or there is , thing the according to Herzberg no until cause motivation Good they , but only cause condition No existence satisfaction (no *dissatisfaction* ). Factors the covering salary , status, security , conditions work , supervision, policy and administration company ; 2) a number of condition intrinsic which concerns Contents job ( *job content* ) which if there is in work will cause

satisfaction work ( Dr.Mukhless Al.Ababneh , 2013). If the condition This No there is , according to Herzberg no cause excessive dissatisfaction . Factors the consists of from achievement, award , recognition , responsibility answer, progress, work That *work* it yourself and *the* possibility develop.

Satisfaction Work It can also be caused by several factors , as quoted As'ad (2012) from Harold E. Burt, namely :

- Factor connection between employees ( staff ) in the form of :
  - 1) Connection superior with his subordinates
  - 2) Factor physical and condition Work
  - 3) Connection social between employee ( staff )
  - 4) Suggestion in between friend co-worker
  - 5) Emotions and situations work ( incentive )
- Factor individual: attitude employee to his/her job , age and gender sex.
- Factor outside like: condition family, recreation and education.

Satisfaction to results work No always ensure that group or personal certain will always reach optimal results because satisfaction the nature dynamic , such as Davis's statement (Miftah Thoha , 2019) follows This " *Job satisfaction is the favorable or unfavorableness with which they are yours. Job satisfaction is dynamic* ". It means that satisfaction work is closely related close with pleasant and unpleasant feelings fun , and satisfaction Work nature dynamic.

#### *Aspect Satisfaction Work*

Locke (Robbins, 2024) said that satisfaction Work as variable independent determined by factors that is diversity difficulty , amount work , complexity and creativity , responsibility responsibility ,autonomy and mastery on method Work .

#### *Measurement Satisfaction Work*

There are some approach base in evaluate satisfaction Luthans' (2006) work outlines a number of method measure satisfaction work , as following :

- a. *Rating Scales* – is one of the the most common approach used in measure satisfaction Work. The mostpopular form is questionnaire . Some of the frequently asked used and relative standard namely *the Job Descriptive Index* (JDI ); *the Minnesota Satisfaction Questionnaire* (MSQ) and *the Faces Scale* from Kunin (1955) and *the Need Satisfaction Questionnaire* (NSQ).
- b. Interview – its uses No like questionnaire in to study satisfaction Work
- c. *Critical Incident* – developed and popularized by Herzberg. Through method this , the workers requested describe events in work they where they are feel satisfied and not satisfied .

## 2.2. Characteristics Work

Characteristics Work as stated Wexley (Miftah Thoha , 2019) is in a way consistent is work That alone and is determinant main in satisfaction work . Some studies final has try identify dimensions important from material jobs and traits individual .

## 2.3. Essence Leadership

Soeprapto , M. ED (Miftah Thoha , 2019) stated that leadership originate from the word " lead " which means guide or guide . lead can also means showing good way , but can also mean to head up a work or activity.

Moshe Banai (2007), Leadership is the process of giving direction and influence. A number of definition leadership quoted by Wahjosumirdjo (2008), including : as following :

1. Stogdill (1974)

*Leadership is the process of influencing group activities to war goal setting and goal achievement*

Leadership is a process of influencing activity group in frame formulation and achievement objective .

2. Richard N. Osborn, James G. Hunt and Lawrence R. Jauch (1980)

*Leadership – all in which one person exerts influence over others .*

Leadership – all the way there somebody have influence .

3. Kae H. Chung and Leon C. Megginson (1981)

*Leadership is the process of achieving shared goals.*

Leadership is the process of influencing others by Meaning For reach objective together.

4. RD Agarwal (2023)

*Leadership is the art of influencing others to direct then will, abilities and efforts the achievement of leader's goals. In the context of organizations , leadership lies in influencing individual and group efforts toward the optimum achievement of organizational objectives.* Leadership is art influence others to direct ability and effort For reach objective leadership. Inconnection with organization, leadership lies in influencing business individuals and groups For reach objective organization optimally.

5. Paul Hersey and Kenneth H. Blanchard (1982)

*Leadership is the process of influencing the activities of an individual or a group in an effort toward goal achievement in a given situation.* Leadership is the process of influencing individual activities or group in business For reach objective in situation certain.

From the formulation above can withdrawn elements leadership as following :

1. Activity influence
2. Ability direct
3. The process of influencing
4. Directing efforts
5. Each other influence interpersonal
6. Art influence
7. Directing process

From the elements leadership at the top can concluded in leadership in essence have understanding as effort, activity, process, responsibility answer, ability giver exemplary action somebody in a situation through the communication process so that He can influence others to be able to work together and be able to reach good relationship, can carry out task Good in frame achievement objective together .

Leadership and management often viewed as two the same concept . Wahjosumidjo ( 2008), argues :

- a) Leadership Style according to Robert House's theory

Effective leader explain path, or tools that can used by subordinates For reach satisfaction and achievement high work.

- b) Leadership Style according to Gary Yulk

That is leader must own style leadership oriented as following :

- a. Attention to performance
- b. Tolerance
- c. Inspiration
- d. Award in the form of confession

Leadership style divided become leadership authentic and transformational. In the modern era, the study about leadership transformational has become popular among researcher. Ros Intan, Ramlee, Arif Md. Ab. Malik, Hairunnisa Ma'Amor (2012) argues adoption behavior leadership transformational contribute significant to success organization . While style leadership authentic as order behavior a transparent and ethical leader who encourages openness in share required information For make decision while receive input from those whofollow. (Oyenyi JO, Sigard W. Hystad, 2016).

Besides that , there is a number of style leadership proposed by M. Malayu Hasibuan ( 2017) that :

- Leader Authoritarian, is If partial power ( authority ) big absolute still be in charge or if leader adopt a centralized system authority.
- Leader Participatory, namely when leader carry out his leadership done with method persuasive, creating harmonious cooperation , growing loyalty and participation of subordinates .
- Leader Delegative, if a delegate authority to subordinate with rather complete, so that employee with free or free in carry out his job .

### 3. Research Methods

Study This held at Public Company “X”. As population in study This is all over employees of Public Company “X”, which is target population. While population affordable is employees of Public Company “X”. totaling 102 people. Determination sample study done with survey method using questionnaire . Phase First from study This including review literature as source main of 15 constructions adapted research from study previously, showing reliability and validity all construction . As many as seven tens four question submitted in Indonesian .Every statement contain Answer : strongly agree , agree , agree , agree , and strongly disagree agree .

### 4. Findings

Research result This give actual picture about characteristics work owned employees of Public Company X, Jakarta together with style leadership that each employee receives to satisfaction Work employee. Based on survey that has been implemented , results show that the General and Procurement Division with the largest number. The average age of respondents namely 25-35 years . Type sex most from male . Employee many have already married . Position with the highest number involved in study This is staff . Last education Respondent namely S1. The average length of service at Public Company X is 1-5 years . In One week , employee No enter Work as many as 0 times.

Next , below This there is a result diagram from survey that has been done :

1. *Statement in accordance with variable satisfaction work , including :*

- The job I do do during This is in accordance with skills I .



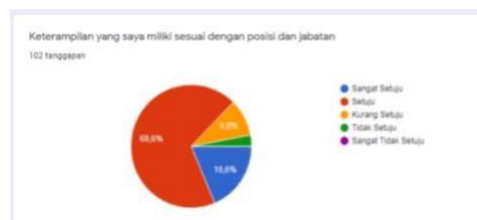
- Task to be completed in accordance with background behind experienced and skills.



- I often operate task although background education and skills I No in accordance



- The skills I have, have in accordance with position and title



- I carry out work in accordance with interest



- Work done in accordance with procedure work



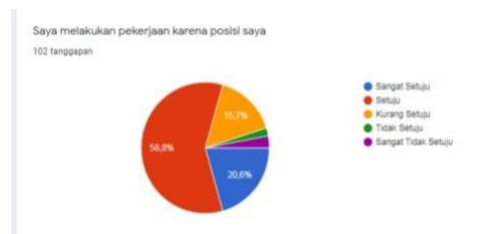
- The work given by leader to me in accordance with description task



- Leader to monitor the task given to I am the right one with description his duties.



- I do work Because position I



- Procedure work in work unit I walk with orderly and organized

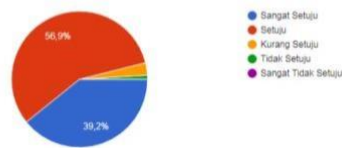


- Leader to monitor the task given to I



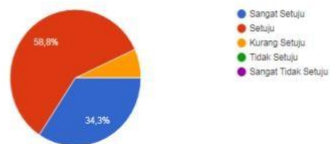
- Work done give contribution to achievement objective organization

Pekerjaan yang dilakukan memberikan kontribusi pada pencapaian tujuan organisasi  
102 tanggapan



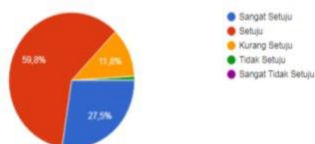
- Supervision from supervisor is very enjoyable thing

Pengawasan dari atasan merupakan hal yang sangat menyenangkan  
102 tanggapan



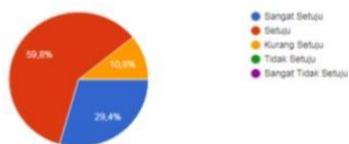
- Leader always give information and directions clearly

Pimpinan selalu memberikan informasi dan arahan kerja dengan jelas  
102 tanggapan



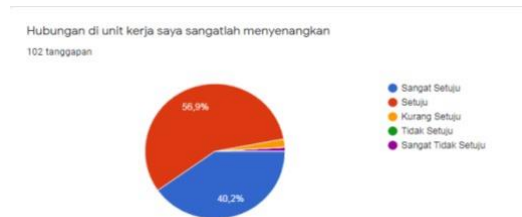
- Leader always give good example in finish work

Pimpinan selalu memberikan contoh yang baik dalam menyelesaikan pekerjaan  
102 tanggapan





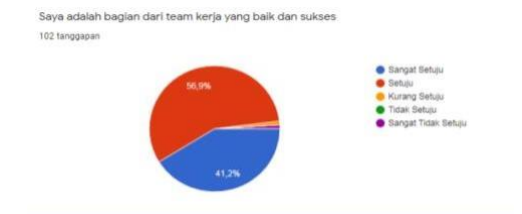
- Relationships in the work unit I very much pleasant



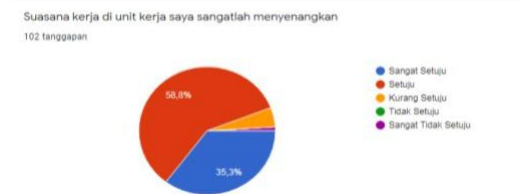
- Friend Work I Lots help in finish task



- I am part from a good and successful work team



- Atmosphere work in work unit I very much pleasant



- Spirit Work I increase Because connection good job



- I like do demanding tasks not quite enough answer



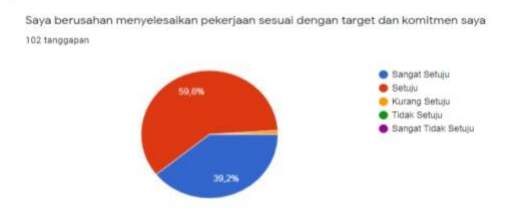
- The abilities that I have have can produce successful work



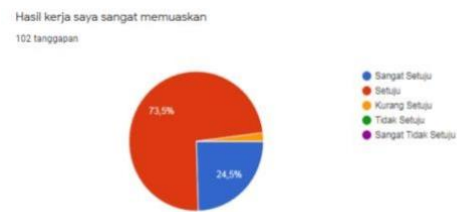
- I try finish work as optimal as possible maybe , although time For finish work Enough short



- I'm trying finish work in accordance with targets and commitments I

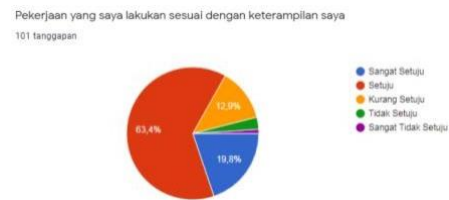


- Work result I am very satisfied



## 2. Statement in accordance with variable characteristics work , including :

- The job I do do in accordance with skills I



- The skills I have have different with employee other



- Difference skills possessed every employee is mark plus for employee the



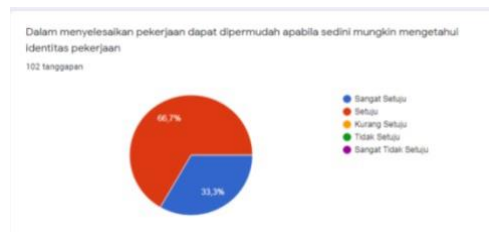
- Employee must own skills different work which is not quite enough each employee answered



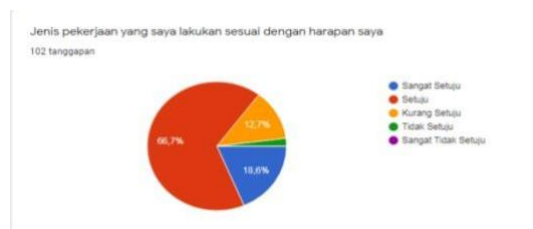
- Attention to skills work in a company is not enough in accordance with hope I



- In finish work can made easy if as early as Possible know identity work



- Type the job that i do do in accordance with hope I



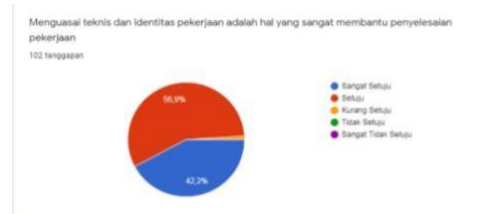
- I often postpone work because the identity of the work I am doing is unclear



- I as good employee must make plan work to be clear results his job



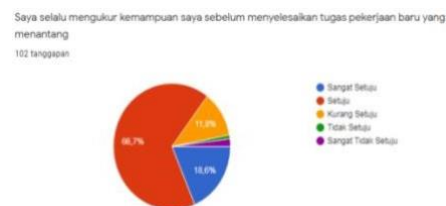
- Control technical and identity work is very helpful thing settlement work



- Target no achieved is common thing understood by me



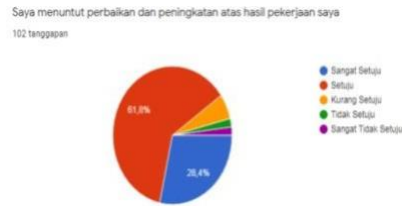
- I always measure ability I before finish task work new challenging



- For reach success required efforts and set achievement targets



- I demand improvements and enhancements on results work I



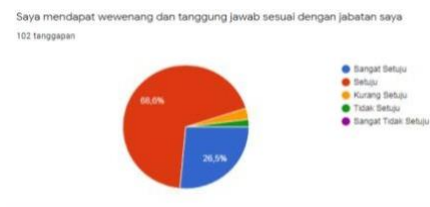
- I am pleased to do challenging job For reach objective company



- Supervisor always give authority to I For look for road go out



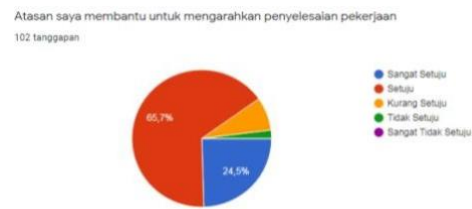
- I got authority and responsibility answer in accordance with position I



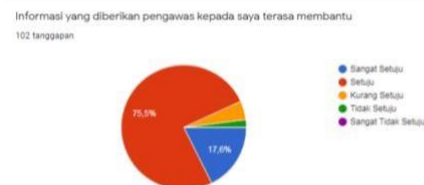
- Delegation authority and responsibility answer very clearly in the company I



- Superior I help For direct settlement work



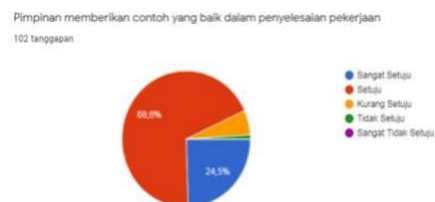
- Information provided supervisor to I feel help



- Leader give clear information about tasks to be done



- Leader give good example in settlement work



- Leader more direct to I on settlement job



- Information about rights and obligations employee affect the work



- It is very nice thing Work The same with superior



### 3. Statement in accordance with variable characteristics work , including :

- In work , i always think smart , precise and fast



- Direction and guidance achievement objective always achievement oriented

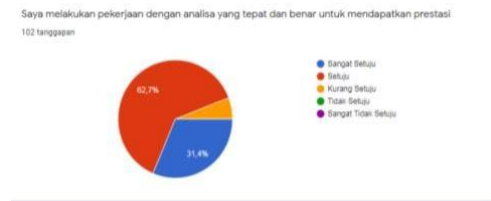


- Leadership style superior always aiming for the best for company





- I do work with proper and correct analysis For get performance



- I am pleased do demanding job intelligence that will increase performance me and my boss



- The company gives chance to employee For always play a role active



- I like avoid tasks that contain risk

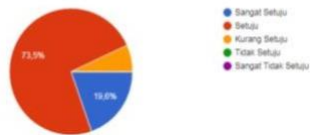


- I always think positive on follow-up settlement work For togetherness



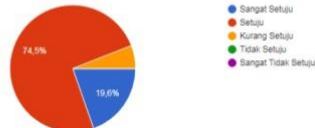
- I am active try finish work given in accordance with all existing risks

Saya aktif berusaha menyelesaikan pekerjaan yang diberikan sesuai dengan segala resiko yang ada  
102 tanggapan



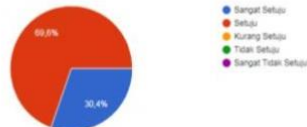
- I like and am active do demanding tasks responsibility more big

Saya suka dan aktif mengerjakan tugas-tugas yang menuntut tanggung jawab yang lebih besar  
102 tanggapan



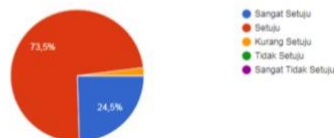
- I always easy For cooperate with everyone for produce good job

Saya selalu mudah untuk bekerjasama dengan semua orang untuk menghasilkan kerja yang baik  
102 tanggapan



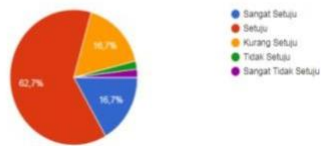
- Work result I accepted by the environment Work

Hasil kerja saya diterima oleh lingkungan kerja  
102 tanggapan



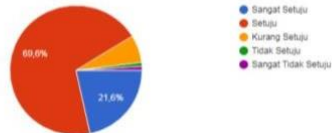
- My company has have system evaluation performance from superior with Good

Perusahaan saya telah mempunyai sistim penilaian prestasi dari atasan dengan baik  
102 tanggapan



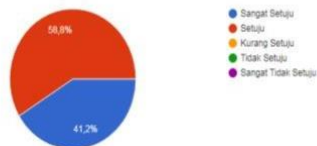
- Connection superiors and subordinates in the company always results oriented optimal work

Hubungan atasan dan bawahan di perusahaan selalu berorientasi pada hasil kerja yang optimal  
102 tanggapan



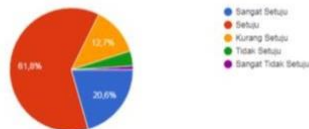
- People must Work with true , intelligent and creative in cooperation For achievement objective company

Orang harus bekerja dengan benar, cerdas dan kreatif dalam kerjasama untuk pencapaian tujuan perusahaan  
102 tanggapan



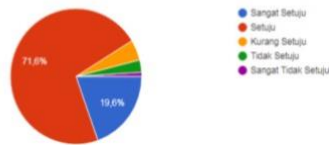
- Management always give motivation For increase abilities and skills work on employees

Manajemen selalu memberikan motivasi untuk meningkatkan kemampuan dan keterampilan bekerja pada karyawan  
102 tanggapan



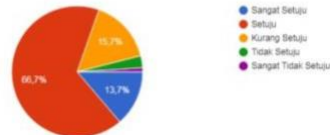
- Leader give motivation and encouragement achieve to I in a way supportive

Pimpinan memberi motivasi dan dorongan berprestasi kepada saya secara supportif  
102 tanggapan



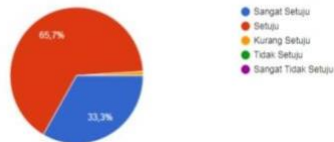
- Leaders in the company I do Work with oriented towards supportiveness and fairness

Para pemimpin di perusahaan saya melakukan kerja dengan berorientasi pada supportifitas dan keadilan  
102 tanggapan



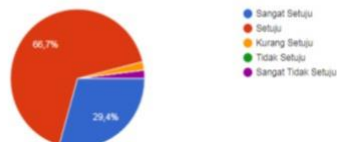
- Encouragement my achievements owned by the leader , team co-workers and work units other , very beneficial For success company

Dorongan berprestasi yang saya miliki oleh pimpinan, tim sekerja dan unit kerja lain, sangatlah bermanfaat untuk keberhasilan perusahaan  
102 tanggapan



- High support , enthusiasm high work is commitment management

Supportifitas yang tinggi, semangat kerja yang tinggi merupakan komitmen manajemen  
102 tanggapan



- Effective and consistent attitude positive inside Work is attitude Work I



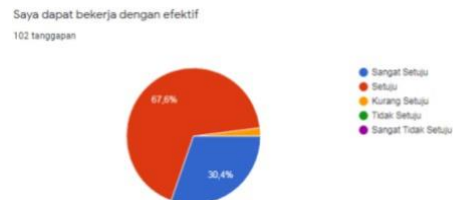
- Leader always think positive and effective For give directions



- Leader I always effective in do task



- I can work with effective



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