

The Influence of Leadership Style, Individual Characteristics and Organisational Climate on Work Motivation, Job Satisfaction and Performance

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This research aims to demonstrate and analyse the influence of leadership styles, individual characteristics and organisational climate on work motivation, job satisfaction and performance of employees of the Secretariat of the District in the region of Madura. In this study the number of respondents of the population amounted to 163 employees of the Secretariat of the district located in the region of Madura. Sampling techniques used the technique of saturated sample or census. Data analysis was done using the SPSS program to test validity and reliability. CFA testing (Confirmatory Factor Analysis) was analysed using software AMOS 20.0 and conducted for each variable. Based on the results of the analysis and hypothesis testing that has been done, the results show that of the 12 proposed hypothesis, it turns out there are 9 supported hypotheses, and 3 of the hypothesis are rejected. The 9 supported hypothesis are as follows: 1. H2: leadership styles influence positively and significantly job satisfaction of employees 2. H4: individual characteristics influence positively and significantly motivation of working employees 3. H5: individual characteristics influence positively and significantly job satisfaction 4. H6: individual characteristics influence positively and significantly the performance of employees 5. H7: organisational climate has a positive and significant effect on the work motivation of employees. 6. H9: organisational climate has a positive and significant effect on performance in employees 7. H10: there is a significant and positive effect of work motivation and job satisfaction on employees. 8. H11: work motivation has a positive and significant effect on performance in employees. 9. H12: job satisfaction has a positive and significant effect on performance in employees. The 3 hypotheses not supported are as follows: 1. H1: leadership style has no effect on the motivation of working employees 2. H3: leadership style has no effect on the

performance of employees 3. H8: organisational climate has no effect on employee job satisfaction.

Keywords: *Leadership Styles, Individual Characteristics, Organisational Climate, Work Motivation, Job Satisfaction, Performance of Employees.*

Preliminary

In facing the challenges of globalisation and increasingly rapid competition, the participation, abilities and skills of individuals as people involved in running an organisation or institution becomes even greater. Whether or not a change can be made in the implementation of activities managed by the regional government, it is highly dependent on the ability and willingness of the people or employees involved in the administration of the local government, starting from the top leadership to the lowest level operational staff.

From the description above, it shows that the role of individuals in the organisation is very important. Without the desire of individuals to change and adapt, it is not possible for other changes to be realised, so that the success of an institution or organisation cannot be separated from the important role of human resources or employees themselves. The performance provided by employees is inseparable from the satisfaction felt by the employees of the work performed. Job satisfaction can be interpreted as a positive feeling about someone's work which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone dissatisfied has negative feelings about the job (Robbins, 2018). It can be concluded that employee job satisfaction will affect the performance to be obtained by the employee.

The discussion of job satisfaction is inseparable from the things that affect job satisfaction, including the factors that are in an environment where employees are active. These factors include the leadership style given by superiors to their subordinates. This is in line with Robbins (2018) in viewing the notion of leadership as the process and ability to influence a group towards achieving the vision, setting and attending to common goals in the context of the group, leadership as the ability to influence a group of members to work towards goals and objectives. The leadership style will interact directly with a subordinate employee, so the leadership style given by his superiors will influence employee job satisfaction. The leadership style will also affect the performance of existing employees.

In addition to leadership style and job satisfaction that affect performance, there are several other variables that also influence it, namely individual characteristics, organisational climate and work motivation variables. Individual characteristics are the physical properties of a person that can be linked to the same source with a high degree of certainty, the stronger a person's

characteristics the more it will have an impact on performance. Organisational climate is defined as the recurring patterns of behaviour, attitudes, and feelings that characterise life in organisations. The better the organisational climate of an institution, the higher the performance an employee. Work motivation is the process of stimulating people to act to achieve goals, the higher the work motivation that is in someone, the higher the performance obtained.

Based on the discussion in the previous section, this study raises a topic with the title, "The influence of leadership style, individual characteristics and organisational climate on work motivation, job satisfaction and performance of district secretariat employees in the Madura region".

Formulation of the Problem

Based on the background of the problem above, the problem formulation can be arranged as follows:

1. Does the leadership style significantly influence the work motivation of district secretariat staff in the Madura region?
2. Does the leadership style significantly influence the job satisfaction of district secretariat staff in Madura region?
3. Does the leadership style significantly influence the performance of district secretariat staff in Madura region?
4. Does the individual character significantly influence the work motivation of district secretariat staff in Madura region?
5. Does the individual character significantly influence the job satisfaction of district secretariat staff in Madura region?
6. Does the individual character significantly influence the performance of district secretariat staff in Madura region?
7. Does the organisation climate significantly influence the work motivation of district secretariat staff in Madura region?
8. Does the organisation climate significantly influence the job satisfaction of district secretariat staff in Madura region?
9. Does the organisation climate significantly influence the performance of district secretariat staff in Madura region?
10. Does work motivation significantly influence job satisfaction of district secretariat staff in Madura region?
11. Does work motivation significantly influence the performance of district secretariat staff in Madura region?
12. Does job satisfaction significantly influence the performance of district secretariat staff in Madura region?

Literature Review

The base theory in this study is human resource management, the organisation is formed from a collection of individuals who have the same character, background, culture, qualifications, motivation and various other things. This diversity requires careful and continuous management so that it has the same movements and steps and the same perception in the organisation to achieve the stated organisational goals.

Leadership

Siagian (2014) states leadership is a person's ability to influence others, in this case, his employee in such a way that other people want to do the will of the leader even though personally it might not be liked. Robbins and Timothy (2018) view leadership as the ability to influence a group of members to work towards their goals and objectives. Leadership style is the method of leaders in giving direction, implementing plans and motivating people.

Ranupandojo and Husnan (2002) state that leadership style is a pattern of behaviour that is designed to integrate organisational goals with individual goals to achieve a certain goal. Research and leadership theories can be classified as approaches to behaviour, behaviour and contingency in the study of leadership. According to Thoha (2013) leadership style is the norm of behaviour that is used by someone when that person tries to influence other people's behaviour as he sees it.

Rivai (2014) states that leadership style is a group of traits used by leaders to influence subordinates to target the organisation achieved or it can also be said that leadership style is a pattern of behaviour and strategies that are liked and often applied by a leader. Some leadership qualities might be attempted in selecting managers and developed in preparing managers for the implementation of future tasks. The essence is that effective leadership is the leadership that delegates authority.

Individual Characteristics

The individual characteristics of an employee are in the form of education level, length of time working in the company and how long an employee has been in the current position with the leadership style that exists in a particular company or organisation. Panggabean (2004) mentions individual characteristics consisting of gender, education level, age, years of service, marital status, number of dependents and position.

Gibson et. al (2011) classifies individual variables into: (a) physical and mental abilities and skills (b) demographics such as: sex, age and race and (c) backgrounds such as family, social class and experience.

Organisational Climate

Organisational climate is how members of an organisation experience the culture of an organisation. Organisational climate has many definitions. The first definition stated by Forehand and Gilmer (1964) who define organisational climate as a set characteristics that (a) describe an organisation and distinguish it from other organisations (b) is relatively durable and (c) influences the behaviour of people in the organisation. In the writings of Litwin and Stringer, as quoted by Toulson and Smith (1994) organisational climate is defined as something that can be measured in the work environment both directly and indirectly influencing employees and their work.

Toulson and Smith (1994) explained in their journal that the concept of organisational climate was first proposed by Litwin and Stringer in 1968. Organisational climate by Litwin and Stringer, was described or measured through five dimensions:

1. Responsibility
2. Identity
3. Warmth
4. Support
5. Conflict

Work Motivation

The understanding of work motivation can be applied to improve work productivity and employee satisfaction, to help set individual and organisational goals, to put pressure in perspective and to arrange work so that they offer optimal levels of challenge, control, variation and collaboration. Our environmental and social context will play an important role in terms of extrinsic motivation. We will also be motivated by goals, values, and desires to experience certain emotions associated with certain final conditions (Reeve, 2015).

Motivation is the existence of unmet needs. If these needs are very high in intensity, then the effort to fulfil those needs is very strong or in other words, the motivation that is formed is very high. In general, motivation theories are grouped into two categories: content theory which focuses on the needs and goals of goals; the second is process theory, which has a lot to do with how people behave and why they behave in certain ways.

The description of motivation theory is the basis for thinking about motivation and can be used as a basis for making policies by the leadership of the organisation. The theory used must be adjusted to the real conditions that exist in the organisational environment. To facilitate it in applying existing motivational theories, experts try to approach inter-theories and real conditions.

Job Satisfaction

Attitude is an evaluative statement, both pleasant and unpleasant towards objects, individuals or events. This reflects how someone feels about something (Robbins, 2018). The researchers stated that attitudes have three components namely awareness (cognitive), feelings (affective) and behaviour (behaviour). Job satisfaction can be described as a positive feeling about someone's work that is the result of an evaluation of its characteristics.

According to Luthans (2011), there are three dimensions of job satisfaction that are generally accepted. First, job satisfaction is an emotional response to work situations. Therefore, he cannot be seen; he can only be implied. Second, job satisfaction is more determined by how well the work results meet or exceed expectations. Third, job satisfaction is an expression of several related behaviours.

Performance

Performance is completion of a task with application of knowledge, skills and abilities. Employee performance refers to how your employees behave in the workplace and how well they perform the work tasks that they are required to do. Performance is describing the success of someone in doing something. Understanding performance employee (work performance) is "the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with the responsibility given to him (Mangkunegara (2015).

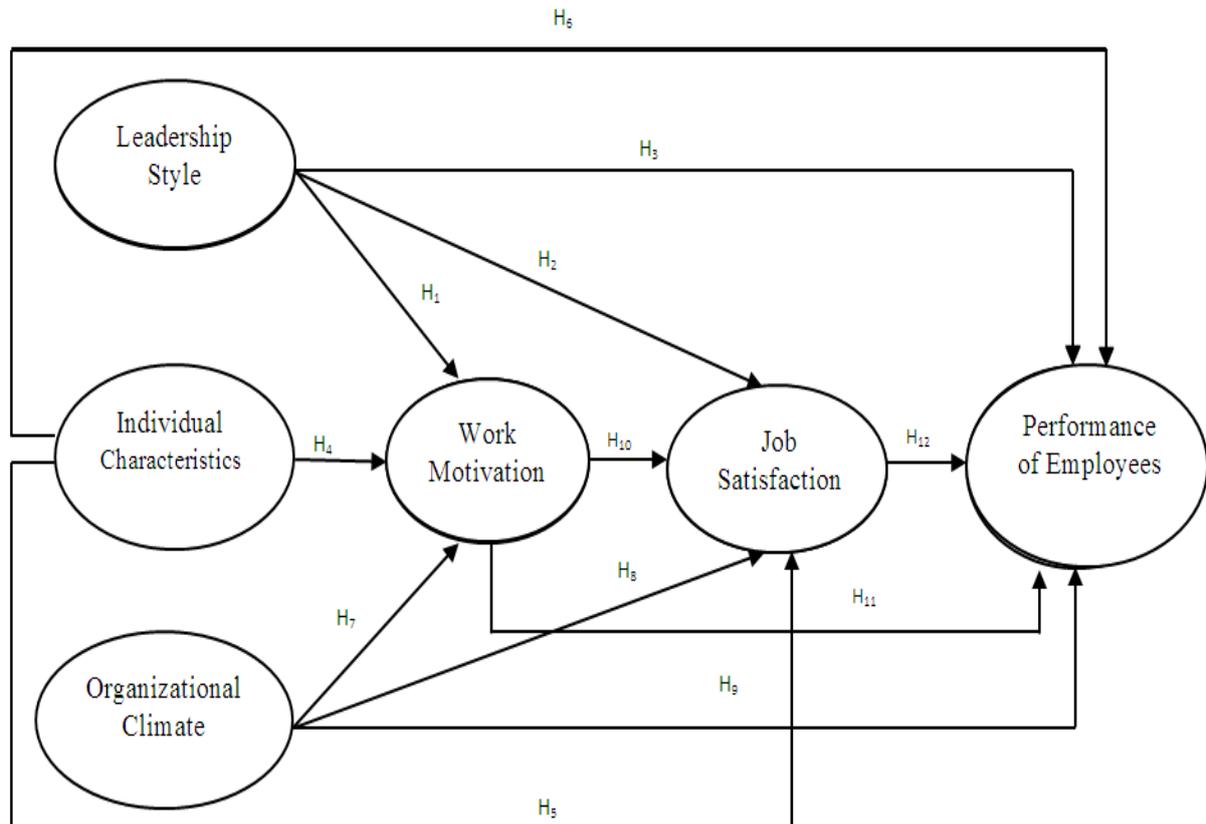
Handoko (2010): "The extent to which a person's success in doing his work is called the level of performance". Here it must be distinguished between performance in a general explanation (Performance), with performance in a narrower explanation (Job Performance) which is often also referred to as work performance. Therefore, further in this study, if the term performance occurs, what is meant is performance in the sense work performance.

Performance evaluation is about employee performance and accountability, which in principle covers both the qualitative and quantitative aspects of carrying out their duties. Criteria evaluation is one of the fundamental functions of personnel, sometimes also called performance implementation, employee performance evaluation, employee evaluation or a review of employee integrity and loyalty.

Conceptual Structure and Hypothesis

The conceptual structure of this study is presented in the following figure:

Figure 1. Conceptual Structure Research



Research Hypothesis

Based on the formulation of the problem, literature review and conceptual structure of the research that has been described in the previous discussion, the research hypotheses are formulated as follows:

1. Leadership style significantly influences the work motivation of district secretariat employees in the Madura region.
2. Leadership style significantly influences the job satisfaction of district secretariat employees in the Madura region.
3. Leadership style significantly influences the performance of district secretariat employees in the Madura region.
4. Individual characteristics significantly influence the work motivation of district secretariat employees in the Madura region.

5. Individual characteristics significantly influence the job satisfaction of district secretariat employees in the Madura region.
6. Individual characteristics significantly influence the performance of district secretariat employees in the Madura region.
7. Organisational climate significantly influences the work motivation of district secretariat employees in the Madura region.
8. Organisational climate significantly influences the job satisfaction of district secretariat employees in the Madura region.
9. Organisational climate significantly influences the performance of district secretariat employees in the Madura region.
10. Work motivation significantly influences the job satisfaction of district secretariat employees in the Madura region.
11. Work motivation significantly influences the performance of district secretariat employees in the Madura region.
12. Job satisfaction significantly influences the performance of district secretariat employees in the Madura region.

Research Method

The population in this study are employees consisting of assistants, heads of sections, expert staff and staff or employees with government employees status who are in the district regional secretariat body in the Madura region which includes Bangkalan, Sampang, Pamekasan, and Sumenep districts as a whole. The population was a total of 163 employees with status as government employees who work in the regional secretariat of each district. The sampling technique in this study uses a whole sampling technique from population members called census or saturated sampling technique. The analytical tool used to test hypotheses is SEM (Structural Equation Modelling) with Amos mode.

Research Results

Initial testing in this study began with testing the validity of the questionnaire given to respondents, namely testing the statement items that make up each indicator. Here are the results of validity testing for each statement item on each research variable having a significance value of less than 5%, so it can be concluded that all statement items used to measure the research variables are valid.

The following are SEM test results with SEM or standardised coefficient values for each variable:

Table 1: Summary of the hypothesis test

Hypothesis	<i>Standardised Estimate</i>	<i>Probability value</i>	Significancy
H1	Leadership style has a significant effect on work motivation 0,159	0,070	Not significant
H2	Leadership style has a significant effect on job satisfaction 0,184	0,026	Significant
H3	Leadership style has a significant effect on employees' performance 0,083	0,067	Not significant
H4	Individual characteristics have a significant effect on work motivation 0,245	0,006	Significant
H5	Individual characteristics have a significant effect on job satisfaction 0,176	0,033	Significant
H6	Individual characteristics have a significant effect on employees' performance 0,174	0,000	Significant
H7	Organisational climate has a significant effect on work motivation 0,223	0,010	Significant
H8	Organisational climate has a significant effect on job satisfaction 0,131	0,101	Not significant
H9	Organisational climate has a significant effect on employees' performance 0,100	0,025	Significant
H10	Work motivation has a significant effect on job satisfaction 0,354	0,000	Significant
H11	Work motivation has a significant effect on employees' performance 0,127	0,009	Significant
H12	Job satisfaction has a significant effect on employees' performance 0,758	0,000	Significant

The Effect of Leadership Style on Work Motivation

The results of hypothesis testing stated that the leadership style had no significant effect on work motivation with $p\text{-value} = 0.070 > 0.05$. The magnitude of the influence of leadership style on work motivation is only 0.159. This shows that changes in leadership style will not cause changes in work motivation. The intended leadership style cannot increase employee work motivation consisting of indicators of need for achievement, need for affiliation and need for power.

The Effect of Leadership Style on Job Satisfaction

The results of hypothesis testing stated that the leadership style had a positive and significant effect on job satisfaction with $p\text{-value} = 0.026 \leq 0.05$. The magnitude of the influence of leadership style directly on job satisfaction is 0.184. This shows that the change in leadership style will lead to job satisfaction which is in the same direction as the coefficient.

The Effect of Leadership Style on Employees' Performance

The results of hypothesis testing stated that the leadership style had no significant effect on employee performance with $p\text{-value} = 0.067 > 0.05$. The magnitude of the influence of leadership style directly on employee performance is only 0.083. This shows that changes in leadership style will not cause changes in performance.

The Effect of Individual Characteristics on Work Motivation

The results of hypothesis testing stated that individual characteristics had a positive and significant effect on work motivation with $p\text{-value} = 0.006 \leq 0.05$. The magnitude of the effect of individual characteristics directly on work motivation is 0.245. This shows that changes in individual characteristics will lead to positive work motivation in the amount of the coefficient, which is equal to 0.245.

The Effect of Individual Characteristics on Job Satisfaction

Hypothesis testing results state that individual characteristics have a positive and significant effect on job satisfaction with $p\text{-value} = 0.033 \leq 0.05$. The magnitude of the effect of individual characteristics directly on job satisfaction is 0.176. This shows that changes in individual characteristics will lead to job satisfaction that is in the positive direction of 0.176

The Effect of Individual Characteristics on Employees' Performance

Hypothesis testing results state that individual characteristics have a positive and significant effect on employee performance with $p\text{-value} = 0,000 \leq 0.05$. The magnitude of the effect of individual characteristics directly on employee performance is 0.174. This shows that changes in individual characteristics will cause employee performance to be in the same direction as the coefficient value, which is equal to 0.174.

The Effect of Organisational Climate on Work Motivation

The results of hypothesis testing state that organisational climate has a positive and significant effect on work motivation with $p\text{-value} = 0.010 \leq 0.05$. The magnitude of the influence of organisational climate directly on work motivation is 0.223. This shows that organisational climate change will cause work motivation to be in the same direction as the coefficient value, which is 0.223.

The Effect of Organisational Climate on Job Satisfaction

The results of hypothesis testing stated that organisational climate had no significant effect on job satisfaction with $p\text{-value} = 0.101 > 0.05$. The direct effect of organisational climate on job satisfaction is only 0.100. This shows that organisational climate change will not cause changes in job satisfaction.

The Effect of Organisational Climate on Employees' Performance

The results of hypothesis testing state that organisational climate has a positive and significant effect on employee performance with $p\text{-value} = 0.025 \leq 0.05$. The magnitude of the effect of the organisational climate directly on employee performance is 0.100. This shows that organisational climate change will lead to positive directional employee performance of 0.100.

The Effect of Work Motivation on Job Satisfaction

Hypothesis testing results state that work motivation has a positive and significant effect on job satisfaction with $p\text{-value} = 0,000 \leq 0.05$. The magnitude of the effect of work motivation directly on job satisfaction is 0.354. This shows that changes in work motivation will cause job satisfaction to be in the same direction with 0.354.

The Effect of Work Motivation on Employees' Performance

Hypothesis testing results state that work motivation has a positive and significant effect on employee performance with $p\text{-value} = 0.009 \leq 0.05$. The magnitude of the effect of work motivation directly on employee performance is 0.127. This shows that changes in work motivation will lead to positive directional employee performance of 0.127.

The Effect of Job Satisfaction on Employees' Performance

Hypothesis testing results state that job satisfaction has a positive and significant effect on employee performance with $p\text{-value} = 0,000 \leq 0.05$. The magnitude of the effect of job

satisfaction directly on employee performance amounted to 0.758. This shows that changes in job satisfaction will cause employee performance to be in the same direction with a coefficient value of 0.758.

Conclusion

Based on the results of the analysis and testing of hypotheses that have been done, as well as the objectives obtained from the study, the following conclusions can be obtained:

1. Leadership style does not have a significant effect on work motivation of district secretariat employees in Madura region.
2. Leadership style has a significant effect on job satisfaction of district secretariat employees in Madura region.
3. Leadership style does not have a significant effect on employees' performance of district secretariat employees in Madura region.
4. Individual characteristics have a significant effect on work motivation of district secretariat employees in Madura region.
5. Individual characteristics have a significant effect on job satisfaction of district secretariat employees in Madura region.
6. Individual characteristics have a significant effect on employees' performance of district secretariat employees in Madura region.
7. Organisational climate has a significant effect on work motivation of district secretariat employees in Madura region.
8. Organisational climate does not have a significant effect on job satisfaction of district secretariat employees in Madura region.
9. Organisational climate has a significant effect on employees' performance of district secretariat employees in Madura region.
10. Work motivation has a significant effect on job satisfaction of district secretariat employees in Madura region.
11. Work motivation has a significant effect on employees' performance of district secretariat employees in Madura region.
12. Job satisfaction has a significant effect on employees' performance of district secretariat employees in Madura region.

The results of this study indicate that of the 12 hypotheses proposed, there are 9 accepted hypotheses, which are: hypothesis 2 (H2), hypothesis 4 (H4), hypothesis 5 (H5), hypothesis 6 (H6), hypothesis 7 (H7), hypothesis 9 (H9), hypothesis 10 (H10), hypothesis 11 (H11) and hypothesis 12 (H12). The research results indicate that there is no significant influence of leadership style on work motivation and employee performance, and that organisational climate has an insignificant effect on employee job satisfaction in employees of the district



secretariat in the Madura region. Thus, hypothesis 1 (H1), hypothesis 3 (H3) and hypothesis 8 (H8) proposed in this study were not proven.

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