

An Evidence Based Analysis of Employee Satisfaction: The Effect of Leadership, Work Environment and Motivation

Tri Suyantiningsih¹, Siswoyo Haryono^{2*} and M. Holil

¹STIE YPN (YPN School of Economics), Indonesia

²Universitas Muhammadiyah Yogyakarta, Indonesia

³Universitas Tridinanti Palembang, Indonesia

¹tri_suyantiningsih@yahoo.com, ^{2*}profsiswoyo@umy.ac.id,

³holil_aan@yahoo.co.id

Abstract

This research aimed to examine the effect of leadership and work environment on motivation and its impact on employee job satisfaction. The sample of this research is 100 people from 403 employees of Malang Centerpoint Department Store, Malang City, East Java, Indonesia. The analysis employed the Structural Equation Model (SEM) with the Smart PLS 3.2 program. Measurement of variables using questionnaires with a test of validity and reliability. The results showed: (1) Leadership significantly affects work motivation. (2) The work environment does not affect work motivation. (3) Leadership does not affect job satisfaction. (4) The work environment significantly affects the employee job satisfaction. (5) Work motivation significantly affects employee job satisfaction. From the results of mediation analysis and total effect, employees' work motivation significantly mediated the effect of leadership on job satisfaction. Employees' work motivation also significantly mediated the effect of the work environment on job satisfaction. While the most significant total effect is 0.362, located in the pathway of the work environment, motivation, and job satisfaction. The managerial implications for increasing job satisfaction are the most effective by increasing variables on the path to the work environment, work motivation, and job satisfaction.

Keywords: leadership, work environment, work motivation, and job satisfaction

1. Introduction

The development of the business world, especially the retail world, is very rapid, happening in all regions of Indonesia and international. The retail business developed at this time, one of which is the Department Store retail business. Department Store is a large-scale retail store. Management is separated and divided into departments that sell a variety of different goods. By the needs of retail business consumers competition is very high, as evidenced by the opening of many new malls and new outlets in the Trans Mart area, A&R, Malang City, however, over time many of retail businesses have closed down, including 7-Eleven which is in collaboration with the management of Modern International Co. Ltd., which is currently closing all outlets in Indonesia [1].

Likewise, the daily clothing and goods company from Lotus Mitra Adiperkasa Co. Ltd., whose businesses include Debenhams, Hypermart, Ramayana, HERO, Giante, Glodok Market, and Matahari has already closed. The impact of closing stores is not only in Indonesia but also occurs abroad, for example, in the United Kingdom, the Mothercare company, which is a world-class brand, has also closed. One of the reasons that retail shops are closed is because many only serve online-based businesses. Table 1 shows the number of resigned employees in 2019 at Malang Centerpoint Department Store (MCDS), East Java, Indonesia.

Table 1: Data of Employees Resigned from January to December 2019

No.	Description	Amount	Percentage
1	Not Continue the contract	18	25.71%
2	Sudden resign / ill	11	15.71%
3	Join Parents/move domicile	9	12.86%
4	Got a new Job	9	12.86%
5	Entrepreneur	8	11.43%
6	Pregnancy/childbirth preparation	6	8.57%
7	Married	4	5.71%
8	Continuing Education	3	4.29%
9	Other	2	2.86%
	Total	70	100%

The number of work violation by employees at Centerpoint Department Store, Malang is still relatively high (92 employees in 2019), even though Table 2 shows that the number of warning employees has decreased since 2016 to 2019 as shown in Table 2.

Table 2. The Number of Employees' Work Violation from 2016 – 2019 at MCDS

Year	Number of Work Violation
2016	145
2017	172
2018	153
2019	92

Table 3 shows the number of warning employees from 2016 – 2019. The trend of the number of warning employees is decreasing, but in 2019 the warning employees remain high (296 employees).

Table 3. The Number of “Warning Employees” at MCDS 2016 -2019

Year	Statement Letter (Not to Repeat the Violation)	Warning Letter 1 & II	Agreement Letter	Certificate of Abuse	Total
2016	368	65	40	250	723
2017	235	31	42	233	541
2018	259	22	25	199	505
2019	247	22	27	187	483

Table 1, 2 and 3 show that Malang Centerpoint Department Store (CDS) faces the problem with employees' work satisfaction, that is as a result of a low level of employee motivation, leadership and work environment. Research by [2]-[3] showed that motivation significantly affects job satisfaction. Previous research on the effect of leadership and work environment toward job satisfaction, the results showed a positive and significant effect [4]-[7].

This research aims to provide input to the Centerpoint Department Store, Malang, to find out the influence of leadership style, the work environment, and its effect on work motivation that has an impact on employee job satisfaction. Leadership is one that can improve organizational effectiveness while maintaining a competitive advantage. Leaders always maintain good relations with subordinates, motivating work that has an impact on employee job satisfaction. According to [8], the physical work environment includes workspace color, lighting, cleanliness. Air circulation and security. The work environment can be in providing computers, places of worship, canteens, policies, and

work rules capable of supporting work effectiveness and social relations. These facilities' availability will increase employee job satisfaction.

Motivation is a driving force so that someone can carry out activities to achieve a job target [9]. Job appraisal is a critical assessment to evaluate employee performance. Job Satisfaction is the attitude or feeling of employees towards pleasant or unpleasant aspects regarding their work. According to [10], job satisfaction can affect productivity and work performance, reduce work stress, compensation and behavior to meet the economic aspects of [11].

2. Literature Review and Hypotheses Development

2.1. The Effect of Leadership on Work Motivation

Leadership is the most crucial factor in an organization [12]. According to [13], leadership is a process that influences group activities that set to achieve shared goals. Activities in influencing others to work hard to achieve the group's goals. According to [14], leadership depends on the structure of needs, motivation, interpersonal relationships, leader beliefs, trust, and respect for subordinates. Position authority is a strong or weak relationship, showing the relationship between leaders and members. Situational leadership, one of which, is an autocratic leadership model, through pressure, coercion, and direction, has a supportive spirit, is friendly, easy to approach, and has genuine human concern for subordinates.

Participation has done with suggestions or ideas from subordinates, mutual trust, mutual respect for feelings, attention, giving comfort, prosperity, giving satisfaction, and self-actualization of employees [15]. According to [13], leadership and motivation are two different things, must have a link in the context of work and interaction between people. Leadership is a human factor that binds a group together and motivates it towards individual goals. Both in the short and long term. Leadership and motivation have a positive relationship. The previous study entitled the effect of leadership on employee motivation. In [16] concluded that leadership has a significant influence on employee work motivation. The discussion produces the following hypothesis:

H₁: Leadership significantly affects work motivation

2.2. The Effect of the Work Environment on Work Motivation

In [17] work environment is an environment where employees perform their work, all tools and materials faced, with their methods. The influence of the work environment on books- textbooks and empirical research. The work environment, according to [18], is closely related to increased work motivation. The more conducive the work environment, the higher the employee's motivation to work. Previous research by [19] revealed that the work environment significantly affects the motivation of workers. Another review by [20] showed that the work environment significantly affected motivation. Another research by [21] revealed that the work environment has a positive and significant influence on the work motivation of employees. Both individually and collectively. The discussion produces the following hypothesis:

H₂: The work environment significantly affects work motivation

2.3. The Effect of Leadership on Job Satisfaction

According to [13], leaders can influence morale and job satisfaction, security, quality of work-life, and the level of organizational performance. According to [22], job satisfaction, where a person has a positive work environment. Work morale, work discipline, work performance, and the environment influence employee performance. The

better the work environment of employees, the higher the level of employee job satisfaction.

According to [23], indicators of job satisfaction are to like and love their work consisting of intrinsic factors: salary, facilities, supervisory factors, social relations, and working conditions. In [21] explained the symptoms of work could in explained by behavior, lethargy, time corruption, lack of focus at work, lack of discipline, emotional and cause someone will withdraw pre-withdrawal cognition. According to [24], job satisfaction is characterized by constructive, destructive, and active or passive responses that can be explained by exit, voice, loyalty, and neglect in terms of absence and granting leave permission. The results of previous studies by [10] concluded that leadership has a significant effect on job satisfaction. In [25] shows that intrinsic and extrinsic motivation significantly influence employee job satisfaction. Research by [26] also showed the same results. Hypothesis 3 is:

H₃: Leadership has significantly affects job satisfaction.

2.4. The Effect of the Work Environment on Job Satisfaction

According to [27]-[28], the physical work environment is anything that can affect him in carrying out the tasks that charged, for example, cleanliness, music, environmental lighting, coloring, lighting, air temperature, noise, motion space, security, and cleanliness. Non-Physical Environment includes work structure, work responsibilities, attention, and support of leaders, smooth communication. The relationship between the work environment to job satisfaction.

According to [29], to increase satisfaction, which results in improved performance. Meanwhile, according to [30], a conducive work environment will provide employee job satisfaction. This unsubstantiated opinion is supported by previous findings, which generally show that the environment has a positive and significant effect on job satisfaction. From this description. hypotheses 4 is:

H₄: The work environment significantly affects job satisfaction.

2.5. The Effect of Motivation on Job Satisfaction

According to [31], motivation is the process of influencing individual choices, direction, and goals of behavior. According to [26], the purpose of motivation is to improve morale, productivity, discipline a conducive environment, responsibilities, and employee welfare.

According to [26], the function of motivation is to encourage humans to do good, determine the direction, and select their actions. Perceptions, self-esteem, personal expectations, needs, desires, satisfaction, and work performance. In [32] explains that motivation consists of intrinsic factors and extrinsic. According to [19], the higher the motivation of employees, the higher the job satisfaction of employees; conversely, the lower the motivation of employees, the employee job satisfaction will also be lower. Previous research by [33]-[34], [13] generally show that work motivation has a positive and significant effect. From this discussion, hypothesis 5 is:

H₅: Motivation significantly affects job satisfaction.

Figure 1 shows the results of a theoretical and empirical framework:

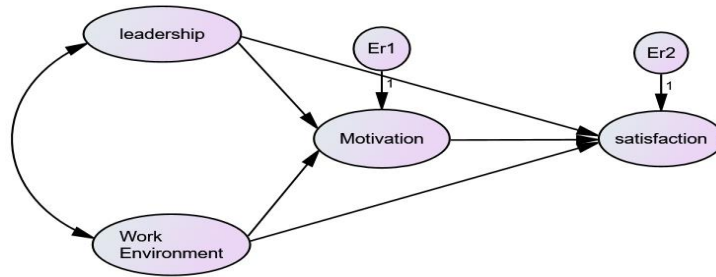


Figure 1. Research conceptual framework

3. Data Collection

The sample in this study was taken and determined proportionally random sampling. The number of samples used follows SEM Smart PLS 3.2.9 program; the number of samples is at least five-time number indicators so that the Sample of 100 obtained based on Cohen table. According to Cohen table, if the number of arrows is five, so the minimum sample number is 45, with a minimum R^2 0.5 [35]. The data collection method used in this study is a questionnaire method. The questionnaires are valid and reliable to be used to retrieve or collect data. The validity and reliability test meets the requirements.

4. Data Analysis

4.1. Validity and Reliability Test

Figure 4 is a full diagram of the SEM model based on a theoretical framework that shows all indicators of the constructs. This diagram describes the outer loading coefficient.

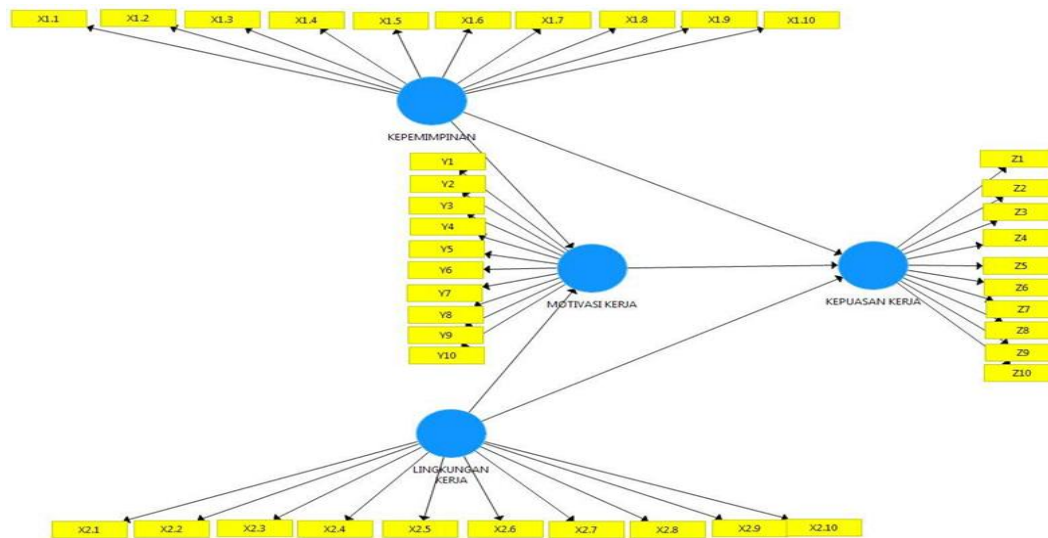


Figure 2. Full SEM Model

Based on the outer model test, all indicators of the research variables are valid, because all indicators have a loading factor ≥ 0.05 . The reliability test using the coefficient of Composite Reliability (CR) and Average Variant Extracted (AVE) shows that all constructs are reliable. Reliable constructs have a Composite Reliability (CR) coefficient ≥ 0.07 and Average Variant Extracted (AVE) ≥ 0.05 as in Table 4:

Table 4. Composite Reliability (CR) and Extract Variant Leverage (AVE)

Variable	Composite Reliability (CR)	Average Variant Extracted (AVE)
Leadership	0.950	0.750
Job satisfaction	0.890	0.590
Work environment	0.843	0.583
Work motivation	0.842	0.641

Hypothesis testing Based on the data that has done. The results and used to answer the hypothesis in this study. Hypothesis testing in this study was conducted by looking at the P-Values value. The research hypothesis can be accepted if the P-Values ≤ 0.05 .

Table 4. Path of the Model and P-Values

Path Coefficient	Coefficient	P-Value
Leadership → work motivation	0.324	0.000
Work environment → work motivation	0.112	0.366
Leadership → job satisfaction	0.078	0.453
Work environment → job satisfaction	0.320	0.000
Work motivation → job satisfaction	0.250	0.000

4.2. The Effect of Leadership on Employee Work Motivation

Table 4 shows that the p-value of the effect of leadership on employee work motivation is $0.000 \leq 0.05$. The conclusion is the leadership has a positive and significant effect on employee work motivation. This finding supports the study of [36], who revealed that leadership has a significant influence on work motivation. The results are also in line with the previous studies by [19]-[20], [37], who revealed that leadership has a positive and significant influence on the work motivation of employees.

4.3. The Effect of the Work Environment on Work Motivation

Table 4 shows that the p-value of the effect of the work environment on employee work motivation on the is $0.366 \geq 0.05$. The conclusion is that the work environment does not affect employee work motivation. The finding is not in line with the results of previous studies by [19], who revealed that the work environment significantly affects the motivation of the workers. In [20], [38] also revealed that the environment has a positive and significant influence on the work motivation of employees.

4.4. The Effect of Leadership on Employee Job Satisfaction

Table 4 shows that the p-value of the effect of leadership on employee job satisfaction is $0.454 \geq 0.05$. The conclusion is that leadership does not affect employee job satisfaction. The finding is in line with the results of the previous study by [39], which shows that the leadership style does not affect employee job satisfaction. According to [13], leadership and motivation are two different things and must have a link in the context of work and interaction between people. However, the findings of this study contradict the results of previous studies by [40], which concluded that leadership has a significant positive effect on employee work motivation. The results of other previous studies by [10] also concluded that leadership has a significant effect on job satisfaction. Likewise, the research of [25], [33] show that intrinsic and extrinsic motivation significantly influence employee job satisfaction.

4.5. The Effect of the Work Environment on Employee Job Satisfaction

Table 4 shows that the p-value of the effect of the work environment on employee job satisfaction is $0.000 \leq 0.05$. The conclusion is that the work environment has a positive

and significant effect on employee job satisfaction. The results of this study support the research findings by [41]-[42], who revealed that the work environment has a significant effect on employee job satisfaction. Likewise, previous research by [43]-[44] showed that a conducive work environment would provide employee job satisfaction. These findings are in line with previous findings, which generally show that analysis of the effect of the environment has a positive effect on job satisfaction.

4.6. The Effect of Work Motivation on Job Satisfaction

Table 4 shows that the p-value of the effect of work motivation on employee job satisfaction is $0.000 \leq 0.05$. The conclusion is that work motivation has a positive and significant effect on employee job satisfaction. In [45] explains that motivation consists of intrinsic and extrinsic factors. According to [19], the higher the motivation of employees, the higher the job satisfaction of employees in vice versa. The results of this study support previous studies by [33], [46]-[47], which showed that work motivation significantly affects job satisfaction. Some previous studies are also in line with the results of this study, including [48]-[49], [36], which showed that intrinsic and extrinsic motivation significantly influences the job satisfaction of the employee.

4.7. The Mediating Effect of Work Motivation

Table 5. Path Model and P-values

Path Coefficient	P-Value
Leadership → work motivation → job satisfaction	0.031
Work Environment → work motivation → job satisfaction	0.417

Table 5 shows that the path model of leadership, work motivation, and job satisfaction has a significance value of $0.031 \leq 0.05$. The p-value indicates that work motivation has a mediating role in mediating the effect of leadership on job satisfaction. Furthermore, Table 5 also shows that the path model of the work environment, work motivation, and job satisfaction has a significance value of $0.417 \geq 0.05$. This p-value indicates that work motivation has a mediating role in the effect of the work environment on job satisfaction. While the most significant total effect coefficient is 0.362, located in the pathway in the SEM model of the work environment, motivation, and job satisfaction.

5. Conclusion

From the results of the hypothesis test and discussion, the conclusions of this study are: (1) Leadership does not affect the job satisfaction of MCDS employees. (2) The work environment significantly affects the work motivation of MSDS employees. (3) Leadership does not affect the job performance of MCDS employees. (4) The work environment significantly affects the job satisfaction of MCDS employees. (5) Work motivation significantly affects the job satisfaction of MCDS employees.

The results of the mediation analysis of work satisfaction on the effect of leadership and work environment on job performance show that work motivation plays a mediating role. While the most significant total effect in the model is 0.362, located in the pathway in the SEM model of the work environment, motivation, and job satisfaction. Thus the managerial implications for improving performance are most effective by increasing variables in the path of the work environment, motivation, and job satisfaction.

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